

AUGUST, 1961



INDUSTRIAL

DEVELOPMENT

AND MANUFACTURERS RECORD

THE INTERNATIONAL GUIDE TO INDUSTRIAL PLANNING AND EXPANSION



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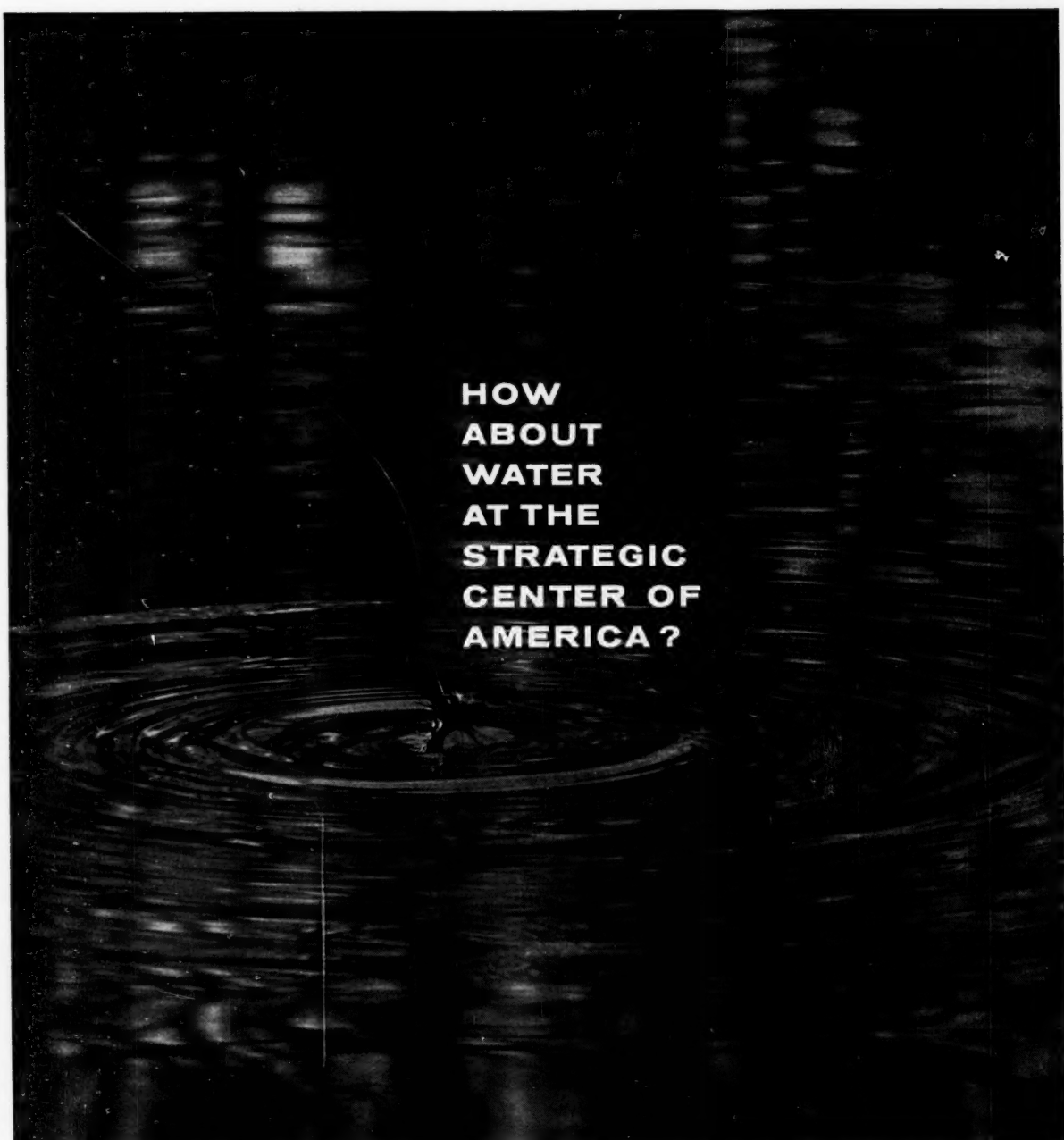
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George H. Murphy is president of Personal Products Corporation, whose decision to locate a new "prestige" plant and the factors upon which the decision was based, are told to ID readers on page 9.

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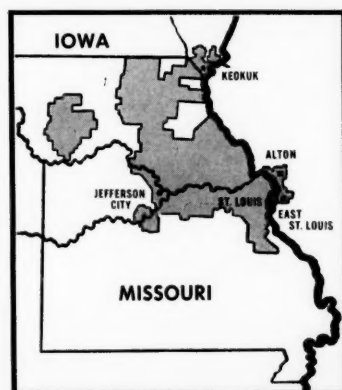
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INDUSTRIAL DEVELOPMENT AND MANUFACTURERS RECORD

VOLUME 130 • AUGUST 1961 • NUMBER 9

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OFFICIAL PUBLICATION OF THE INDUSTRIAL DEVELOPMENT RESEARCH COUNCIL

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CHECK POINTS

During the past year we have spent a fair amount of our time looking into development activities outside the United States. We have made brief visits to a few countries in Western Europe, several in South America, most of Central America, and, of course, Canada. We have also paid several visits to the U. N. and to foreign aid agencies in Washington. Altogether, we've talked with several hundred officials involved in the administration of programs in underdeveloped nations and areas.

This does not make us an expert on overseas development programs. But we think this experience, plus a good many years of close study of development activities in all sections of this country, at least qualifies us to make an observation: in almost every situation we have explored, program administrators and planners are overlooking something important: the American example.

This American example — or, more properly, this U. S. example — provides a well-documented case history of the development of a nation from a position of economic colonialism to that of the world's leading industrial power. We are astonished that so many program officials in underdeveloped countries can overlook or underestimate this example.

We have had numerous officials of smaller nations tell us "We are not big and strong like the U. S. — we can't follow the same principles here". We have heard others say "world conditions have changed — therefore we can't use the same ideas you did when the U. S. was coming up".

When we cite Puerto Rico's great progress in recent years, Latin American officials say "This proves nothing — Puerto Rico is a special case". Oddly enough, this is explained by saying "Of course, Puerto Rico has done well, but that's because of the close ties to the U. S."

Nowhere have we heard a development program administrator in a poor nation say "We have studied the American example and we have found that the basis of the system is providing incentive for the individual and encouraging local initiative". Nowhere have we seen programs which seek first to build strong community improvement activities from the ground up. Neither the U. S. foreign aid missions, the U. N., nor any local governments have programs for organizing chambers of commerce in each hamlet and village to stimulate local action.

One top official laughed when we seriously suggested that such a program would be worthwhile. "You Americans think you can go into a straw-thatched village where no one can read and write and start a chamber of commerce — you people just can't seem to understand that your methods won't work in these underdeveloped areas".

This is the typical reaction of one who has missed the point completely. Obviously, we don't propose that the same program format we have in Peoria can be transferred, without imagination or thought, to Uganda. We're not so stupid as to think we can send a fellow in grey flannels out to solve the world's problems with an attache case.

CHECK POINTS

When we hear someone react this way to the American example, that's proof for us that he doesn't have any idea what makes this country tick. It has become a mark of sophistication to sneer at "the chamber of commerce approach." Community service organizations, such as Kiwanis, Rotary, and Lions, are the butt of jokes among people who should know better.

People are amused because Americans are a nation of joiners. We happen to believe that such local improvement organizations are the key to the success of the American example. Our local chambers of commerce may do a lot of silly things, but they also build strong communities and that is the basis of a nation's strength.

We think every underdeveloped nation can learn a lesson here. One of the prime objectives of every program should be to build local community organizations. It's not any coincidence that this has come to be a major project of almost every state development agency in this country. We'd be willing to bet you could take the manuals being followed in many local improvement programs here and use the basic principles anywhere.

These program guides usually recommend that in every community or area the logical sequence is (1) identify individuals who can lead, (2) organize them into a unit, (3) appraise local needs and opportunities, (4) establish goals, and (5) lay out a plan of action. Although the local unit may ask for and receive advice or assistance from outside, the initiative and incentive come from within.

This has been the American "secret" since colonial days. Perhaps its very simplicity accounts for the fact that so many outside observers have overlooked its significance.

But there is one group which, in our opinion, is well aware of the potency of this grass-roots plan and which lives in mortal fear that we will introduce it throughout the world. We refer, of course, to the Communist bloc which has its own plan for establishing cellular organizations around the globe. The Communists are going all-out to sell the idea that the American system won't work outside this country. Neutralists who repeat this doctrine are playing directly into the hands of the Communists.

This brings us to one of our most serious problems: we have high officials in this country who do not believe in the "chamber of commerce approach". They parrot the idea that you can't do things in Africa the way we do in the States. They accede to plans for state-owned industry and ignore the need to build local development institutions. They, too, are aiding the Communist cause.

When the Peace Corps was launched, we thought it might recognize this problem and train a large number of people who could go into the small villages and help create working improvement units. Previously our aid programs have sent only a handful of trained area development specialists overseas. We had visions of setting up committees in hundreds of remote areas to show, by example, that the American system is universally applicable. Apparently that is not the plan.

The need still exists. Will we recognize it in time?

—H.M.C.

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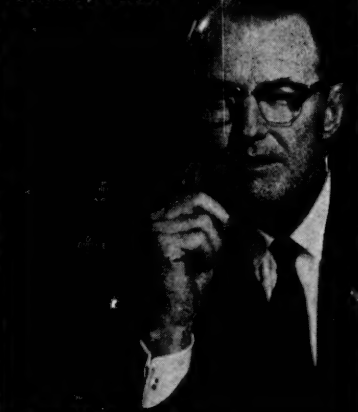
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SUNNYVALE FACTS — On an average of every 60 days during the last ten years a new industry located in Sunnyvale and found desirable land and adequate labor. An efficient, understanding city government provides a healthy atmosphere and taxes have remained low. Sunnyvale was selected as the site of the International Foundation Science Center. This important concept fills a major gap in the large scale co-ordination of science and industry. The University of California has accepted four acres of land and plans to develop an Extension Center. General Electric will bring its Computer Development and Research Laboratory to this location.

POPULATION — Due to great in-

dustrial development, the population has soared from 9,829 in 1950 to 53,176 in 1960 and payroll figures show \$21 million for 1950 against \$307 million for 1960.

HOUSING — Figures show a more than proportionate increase in home building. 1950 reports 3,186 homes as compared with 15,504 for 1960 plus apartments and duplexes.

SCHOOLS — To keep pace with the great economy and population growth, schools had to be added. There were 3 schools in 1950, and 15 more have been added for a total of 18.

CHURCHES — 14 new churches have been added, making a total of 29. Available hospitals, parks, recreational facilities.

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SUNNYVALE CHAMBER OF COMMERCE, SUNNYVALE, CALIF.



SIRS: Your May 1961 issue of **INDUSTRIAL DEVELOPMENT** came to hand today.

We notice that the name of our company under the listing on page 54 of leading industries in the City of Holly Springs, Mississippi is conspicuous by its absence. We have been operating in Holly Springs for the past 10 years. Why do you not get your information from a creditable source such as Mayor James B. Buchanan, or Mr. Harris Gholson, President, Bank of Holly Springs, or Mr. Glenn Fant, Attorney for the City of Holly Springs.

SAMUEL P. DAVIES

Treasurer
Coated Abrasive Company
Holly Springs, Mississippi

► We are sorry for this omission — this company will certainly be listed in the next edition of the **BLUE BOOK**.

* * *

SIRS: Edmonton, Canada is justifiably proud of their abundant resources; however, I take exception to the "minimum daily flow of 2.5 million cubic feet per second" in the North Saskatchewan River. By way of comparison, the record flow of the Mississippi River during the great flood of 1937 was 2.08 million cfs at Vicksburg.

J. W. POCHOMIS

Senior Engineer
E. I. du Pont Nemours & Co.
Wilmington, Delaware

► In checking we find that the incorrect figure was supplied to us and we failed to note the error and question it. A quick check indicates that the correct minimum flow is of the order of 1,000 cubic feet per second.

* * *

SIRS: We are taking the liberty of forwarding two recent news releases relative to our most recent industrial developments. If they interest you, use them accordingly.

I am a member of AIDC and a most avid reader of ID. Your publication is sincerely without peers and tremendously helpful to those of us who earn our livelihood from industrial development and construction.

MALCOLM A. MARKOE

Director of Sales
Dro Mar Builders
Milwaukee, Wisconsin

* * *

SIRS: I would appreciate a copy of each of the following plant location reports as offered in the April issue of **INDUSTRIAL DEVELOPMENT**: Central New York, The British Isles, California, South Bay Area.

If also available, I would also appreciate a reprint of the article Feasibility Study Outline, which appeared in the April issue.

V. E. BABICH

Techno-Economics Research
Armour Research Foundation
Chicago, Illinois

LETTERS

SIRS: I want to congratulate you for running the article by Dr. Vannevar Bush, in your April 1961 issue of **INDUSTRIAL DEVELOPMENT**.

This article reminded me that once in a while I wonder if reprints of your articles are available . . . In particular, are reprints of the Vannevar Bush article available . . . And for how long will they be available . . . ?

MARIANNE WENTWORTH

Public Relations
The Nash Babcock Engineering Co.
Old Greenwich, Conn.

► As a general rule these articles are not reprinted in quantity at the time of publication. This is usually done on a selective basis to fill an order for a particular customer. For all those interested, type used in the magazine is held for only 30 days after publication.

* * *

SIRS: We just received the copy of your **INDUSTRIAL DEVELOPMENT** and **MANUFACTURERS RECORD** for May 1961 and think the data in the issue will be very valuable . . .

F. M. VANCE, Director
Market Research
Pearl Brewing Company
San Antonio, Texas

* * *

SIRS: Many thanks for your booklets on Canada and Edmonton. I think myself the last mentioned is one of the most complete ever published so congratulations to Mr. Ronald K. Hill who told the story all complete . . . I would appreciate another dozen booklets on our city here . . .

We are only a young city here, but have some "wonder resources" many of them not known to us yet. Farmers of course opened it up on its good black earth and grew the finest wheat in the world. Then your oil and our engineers too drilled 10,000 to 40,000 feet deep and found the biggest oil and gas supply in all Canada, which of course made our Province richest in all Canada . . .

Pardon these remarks about our country but having lived here for 45 years I feel very interested in development by yours and ours together. Best wishes for Conway Publications, Inc. . . .

J. W. SHERWIN, President
Edmonton Land Company
Edmonton, Alberta, Canada

* * *

SIRS: I enjoyed very much the survey of industrial parks which appeared in your April, 1961, issue. You are to be commended, I think, on your attempt to classify industrial parks. This classification problem has been of interest to us here at Arthur D. Little for some time . . . I think that yours is the first concrete attempt to implement this idea. I hope it works out, for I am sure that it is greatly needed.

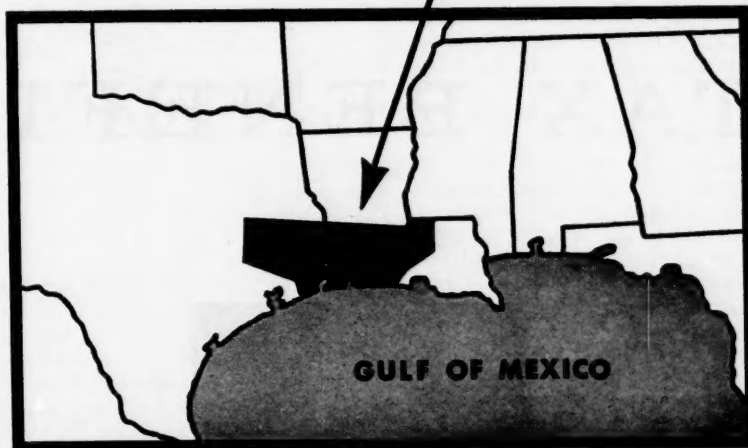
RICHARD T. MURPHY, JR.
Arthur D. Little, Inc.
Cambridge, Massachusetts

* * *

SIRS: With reference to your ad in **INDUSTRIAL DEVELOPMENT**, will you please send us reprints of background studies on the following areas: North Bay Area of California, California, South Bay Area; North & Central California; and Fresno County, California.

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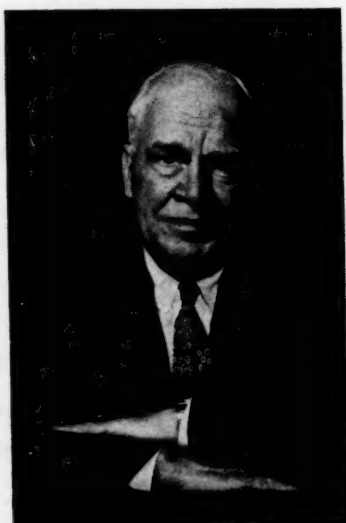
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Secretary of Commerce Hodges outlines the Administration's proposals for tax adjustments to make new plant construction more attractive in this country. Since new plants are bound to incorporate a good deal of automated equipment, he also considers some of the implications of automation.

TAX BENEFITS FOR



After six years as Governor of North Carolina, during which he made a national reputation as an effective "business man in politics", Luther H. Hodges was selected by President Kennedy to be the new Secretary of Commerce. The appointment was probably the most enthusiastically received of any made by the new Administration.

From an address by Secretary of Commerce Luther H. Hodges to the American Iron and Steel Institute.

Even a casual review of the American economy reveals the vital role that investment in capital goods has played in long-range growth. Not only does such investment increase labor productivity; it is also the means by which technological change, resulting from research and development, becomes reality.

Today much of our industrial plant is **not** properly designed for the technology of the 1960s. The truth is that in the last decade, we have been lagging behind many countries in investing in modern plant and equipment. From 1950 to 1958, the United States put only one-sixth of its total output into capital formation. Against this, Japan, Germany, Italy, the Netherlands, Canada, and Sweden were all investing one-fifth or more of their total output in capital goods.

Studies of the Machinery and Allied Products Institute show that

Proposed Tax Credit Plan

Because obsolescence is handicapping both our growth and productivity today — and equally important, worsening our competitive position abroad — the President has given high priority to a proposal for tax credit for extra investment in new plant, machinery, and equipment.

This proposal would allow a company to subtract from its final tax bill an amount equal to a percentage of its new investment in plant and equipment. A company could claim a credit of 15 percent of all new plant and equipment expenditures in excess of current depreciation allowances. It could also claim a 6 percent credit on the portion of new investment between 50 and 100 percent of its yearly write-off for depreciation on existing plant and equipment.

As a minimum credit, a firm could take 10 percent of its first \$5,000 of new investment. All these credits would be treated as an offset against the firm's tax liability, up to an over-all limitation of 30 percent in the reduction of that liability in any one year.

This proposal is not a substitute for other measures, such as accelerated depreciation, which may be developed in a thorough-going study of tax reforms to encourage investment. Rather, this is an urgently needed, additional instrument which we can use this year to stimulate capital investment. It offers the most immediate incentive for added investment, with the least loss of federal revenue.

I believe the President's proposal can help measurably to improve our stock of capital goods, increase the flow of new ideas and products to market, and maintain the high degree of competition so necessary for the broad sharing of productive gains.

Through the investment credit — aimed as it is at dynamic, rather than static, companies — the cash flows of growing firms can be increased, financial impediments reduced, and rate of progress quickened. Growing firms must often rely heavily on retained earnings, since they frequently have poor access to outside finance. The investment credit will permit their retained earnings, when devoted to

NEW PLANTS?

the age of the U.S. industrial plant, while decreasing, is still above what it was in the 1920s. In capital equipment, we are barely holding our own on age. Meanwhile, estimates are that there has been a startling rise in recent years in the proportion of machinery and equipment which is over 10 years old.

McGraw-Hill surveys indicate that of the \$291 billion invested by business since 1947, roughly \$157 billion has been for expansion of capacity. Only \$134 billion has been spent to replace old facilities with better, more modern equipment. And in recent years, this investment has not purchased as much new equipment as the dollar figures suggest because of the climb in capital goods prices.

Fifty per cent of our present capacity, McGraw-Hill estimates, was installed before or during World War II. More than 65 percent was installed before Korea.

purchase of plant and equipment, to go farther, thus allowing a more rapid rate of productive growth.

Let me cite one important advantage that this method would have over a tax change permitting more rapid depreciation of assets.

Take a growing firm which this year invests in new machinery an amount substantially in excess of its current depreciation allowances. The firm would be able to count on an immediate cash return of its entire investment credit, plus the amount it would recoup under its regular depreciation procedures. Thus funds available for investment would be increased right away — and without adding to the company's future tax liability.

If the same tax saving were given under accelerated depreciation, part of the cash return from the investment would be washed out in future years. A speed-up in depreciation merely postpones the timing of the tax liability on profits from the investment. As the years go by, depreciation drops off, taxes increase, and the cash flow is reduced.

This would not be true under the investment credit. Here there would be no change in depreciation deductions in later years, and thus no delayed tax bite into profits.

I think this tax credit plan is, in many ways, superior to accelerated depreciation. Rather than delaying action, we should enact it now to strengthen investment, stimulate employment, and increase our export market.

Impact of Automation

It is true that technological change and the updating of our industrial plant bring important problems of adjustment for workers, and for industry. We cannot ignore these problems. This is not the 18th or 19th century. The United States Government, working along with imaginative management and labor, must in this modern 20th century play an active role in helping ease the adjustments required in a period of change.

I am concerned, however, that pre-occupation with the problems of adjustment might lead to resistance — sub-conscious, perhaps — to the changes themselves. It is gratifying to hear and to read the enlightened

positions taken on this subject by America's leading labor spokesmen. They have stated over and over again that they welcome increased productivity, that this is the key to a higher standard of living for their people, that the only thing they fear is the immediate hardships which may result for those displaced. There is no question, however, that in the ranks of workers there is real fear that automation and other changes will soon deprive them of jobs.

This understandable fear must not be translated into resistance to modernizing our industrial plant. In the long run, such modernization will protect more jobs and create more new jobs than any protectionist devices that may be advanced today.

Our concern is primarily for the **individual** who is displaced by automation. But we must be concerned too about the **business** or the **industry** that is displaced when a new technique or a new facility or a new source of energy is developed. Overnight, a business equity built up over many years can be destroyed. We are challenged to help such a business re-organize and re-tool and seek new outlets for its capacity.

The Government's responsibility is three-fold.

One, we cannot be insensitive to the plight of people and businesses that are the victims of industrial change.

Second, we must be concerned about the health of our industrial plant and the skills of our manpower, for from this combination comes our economic wealth.

And **third**, we must be concerned about our total economic program in order to encourage and make possible an increased rate of growth and with it full employment. Even with a sustained and high rate of economic growth, we will have some problems resulting from automation and other types of hard-core unemployment. But there can be no question that the problem will be a lot easier to solve if we do sustain a high rate of economic growth. Only then will there be the incentive to train and retain workers, to use young people and old people, to use women who seek work, to use our minority groups.

How Industry Can Help

Industry and labor also have responsibilities to work out adjustments to changing technology and shifts in marketing patterns.

Industry, particularly, needs to plan ahead so that the impact of a plant closing or manpower cutback can be minimized.

If a plant is being shut down or moved, industry should ask itself first if there is not some other operation — possibly a service function — that it could establish in the community to make up for some of the jobs that will be lost.

If this is impossible, it should cooperate with the community in trying to find an outside replacement which could take over its facilities and provide jobs for at least some of its workers.

In all cases, it should try to find spots for as many of its displaced as possible — either within the company or with other firms in the area. And if this requires retraining, it should be prepared to shoulder part of the burden.

In this sense, the enlightened spirit shown by the members of the President's Committee on Labor-Management Policy has been most gratifying.

This Committee, under the alternating chairmanship of the Secretary of Labor and the Secretary of Commerce, is made up of some of the nation's leading industrialists, labor leaders, and impartial experts in labor-management relations. From its deliberations, it is hoped, will come recommendations for policies which can make the transitions during this new industrial revolution as painless and as constructive as possible.

If we provide the proper economic climate for sustained economic growth, we will be able to meet the challenge and the promise of automation with the least possible hardship and the greatest possible good.

Industry, labor, and government at all levels want — and need — a sound, growing economy. Working together, as they can — as they must — we can achieve not only progress, but the greatest realization yet of America's capacity for mass production and mass well-being.



COVER STORY

PERSONAL PRODUCTS CORPORATION LOCATING A PRESTIGE PLANT

*By Willis G. Coe
Vice President of Operations*



Personal Products' new plant in Wilmington, Illinois.

Willis G. Coe, vice president of operations for this affiliate of Johnson & Johnson, details the major factors involved in locating a new "prestige" plant. The two primary criteria were aesthetics and flexibility. Result? An unusual case history of planning and surveying.

The factory of today and tomorrow is built on the democratic premise that there is no such thing as "common" labor. Industry has made great progress in the mastery of intricate technologies, but more significant is its arrival at an awareness of the goals of human dignity and welfare.

There is a growing belief among American companies today that our frameworks of stone and steel should express the ideals and ideas of our society. The slum factory, together with its inherent evils, is giving way to the "plant beautiful," situated in landscaped, park-like rural areas. Plant architecture and interior design set a new tone of beauty, order and cleanliness. The primary aim is to create pleasant, comfortable conditions that will promote the worker's self-respect and enjoyment of his job.

Epitomizing this philosophy is the new Midwestern plant of the Personal Products Corporation, located in rural Wilmington, Illinois, 50 miles south of Chicago. Here the company produces Modess and other well-known products in the women's sanitary protection field. The 220,000 square foot facility is the most modern and efficient plant of its kind anywhere in the world.

Personal Products is an affiliated company of Johnson & Johnson, manufacturers of surgical dressings and allied products. The Wilmington plant is the newest of 70 manufacturing plants operated by Johnson & Johnson and its affiliated companies on six of the world's continents. These plants employ a total of 23,000 people. Their products are distributed in more than 100 countries.

Other facilities of the Personal Products Corporation include home offices, a plant, and a complete research center at Milltown, N. J.; a specialty tissue paper mill in Wilmington, Illinois; and a modern manufacturing plant in Sunnyvale, California. The company also maintains complete facilities for cotton processing from bleaching through finishing to consumer products.

Through the Cel-Fibe paper division, founded in 1957, Personal Products has also developed a line of specialty paper products, ranging from industrial wadding and materials used in the automotive,

Statement By

George H. Murphy, President
Personal Products Corporation

General Robert Wood Johnson, chairman of the board of Johnson & Johnson, has often expressed our company's philosophy that "manufacturing plants can be beautiful." This belief has been demonstrated in modern Johnson & Johnson plants around the world and is epitomized in the new Midwestern plant of the Personal Products Corporation in Wilmington, Illinois. Mr. Coe tells more about Wilmington in this article.

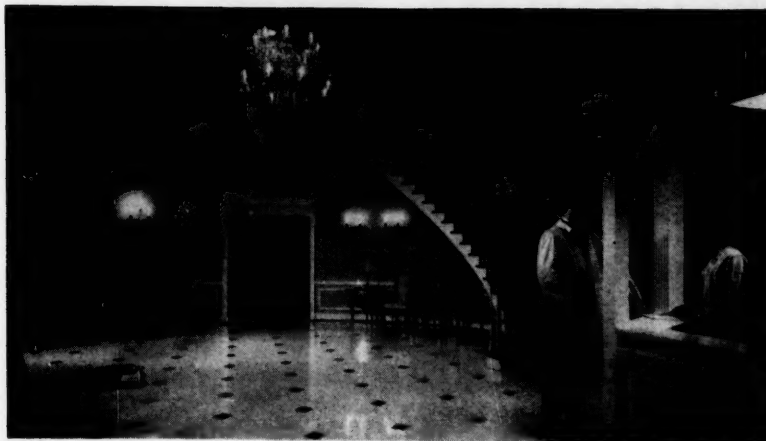
Our concept of the "plant beautiful" goes far beyond considerations of modern engineering and efficiency. It means more than the latest in air-conditioning, lighting, and manufacturing equipment; it is not merely a matter of cubic space utilization or flexibility for future expansion. At the root of General Johnson's philosophy is the basic idea that factory conditions should enhance a man's sense of human dignity and pride in his work.

The plants of Personal Products Corporation and Johnson & Johnson are distinguished for their attractive exteriors and park-like, well-landscaped grounds. The employee begins to feel an atmosphere of order and beauty even before he enters his work area.

Inside the plant we place paramount emphasis on cleanliness and neatness. We plan our factories to make good housekeeping easy. We put smooth surfaces and curved edges on machinery, equipment, and furniture; we provide space for tools and supplies; we put stored materials and oily or greasy components under covers to protect the spotless uniforms provided each employee. We try to instill in the worker a personal interest in keeping his area neat and clean.

One reason for this accent on good housekeeping is the need to produce sanitary goods — particularly important in the manufacture of personal products. Another reason is our desire to improve efficiency by saving time and effort wasted when conditions are disorderly.

The beautiful plant is the trend of the future. And we of the Personal Products Corporation and Johnson & Johnson are proud to be helping to set this trend.



The philosophy of pleasant working conditions and a friendly reception to visitors at Personal Products is epitomized by this attractive entrance lobby in their new offices in Wilmington, Illinois. Authentic Colonial furniture, warm green colors and the winding stairs enhance the charm of this two-story room.



Located on 240 rolling acres, Personal Products' new plant looks good inside, too! Spacious, attractive and expansion-planned, the 220,000 square foot area is an example of good factory design. It adjoins the new office building. Color planning and bright, crisp lighting are aimed at efficiency, safety and employee morale.



furniture, bedding and quilting industries to filters of many types, as well as safeguards for use in packaging fragile and perishable articles, and dinner napkins. The Cel-Fibe division also supplies most of the cellulose waddings and tissue used in products produced by many other Johnson & Johnson companies.

Selection of Wilmington as the optimum site for the Midwestern plant was a monumental task, involving endless hours, weeks, and months of thought on the part of many people. Modern techniques combined to make the job considerably less hazardous as to result — considerably more certain from the standpoint of predictability, but at the same time much more complex.

Perhaps the reason for this greater complexity is that companies today recognize the importance of planning and building for the relatively far future, not just for today and tomorrow. Such factors as long-term trends of business cycles, population growth, potential area developments, climate and many other considerations are now necessary adjuncts in such planning, in addition to the more standard check points of availability of water, electric power, gas, manpower, etc.

Personal Products had been located in the Clearing Industrial District in Chicago for many years — a typical busy and crowded industrial center, well serviced by rail and truck, and able to tap unlimited sources of manpower. At the edge of one of the largest and busiest cities in the world, this district is at the same time close to a wide variety of residential areas, sufficient to satisfy almost any taste or income level.

What then was the reason for abandoning these obvious advantages and moving to the country?

First and foremost, Personal Products and its parent, Johnson & Johnson, have always attempted to pioneer. Management set its sights on the probable perimeter and forefront of industrial and other developments 20 or 25 years from now, rather than on the hub or along the spokes. The choice was finally made on the basis of where it appeared industrial Chicago would be by 1980. It was hoped that Personal Products Corporation

PERSONAL PRODUCTS

would lead the way to this new industrial frontier.

The search for a site began in 1957 and lasted for two years. After considerable preliminary investigation, we employed a firm of consultants to survey all available sites of the type we wanted within 500 miles of Chicago. This took us as far afield as Memphis and St. Louis.

Through the efforts of these professional and capable consultants we examined detailed and invaluable traffic surveys, labor market situations, types of sites, costs, plus a hundred other details, and gradually were able to move inward logically and precisely, mile by mile, toward the center of the prescribed circle — the Chicago area. All in all, we surveyed on the spot

Johnson & Johnson companies already had a well-established reputation for building attractive and well-landscaped plants.

Another factor in the choice of Wilmington was our 5-year intimate experience and association on the spot. In 1954 we had entered into a business partnership with Arthur Leonard, a long-time resident of Wilmington. Together we established the Stonebridge Paper Co. and have been operating a paper mill on the site ever since.

Fourthly, Wilmington offered us many practical advantages. It is a small but thriving community, a trading center with good railroad service through the Gulf, Mobile and Ohio, as well as excellent through highways, good schools, capable and intelligent people, and

office building.

Maximum flexibility for future expansion was a primary goal in the planning stages of the new plant. To achieve this, we took the following steps:

1. Secured a plant site with ample room for future building additions.
2. Developed the site in such a way that the facilities could be doubled in both a westerly and southerly direction. All utilities are gathered in the basement of the office area, freeing the buildings themselves for expansion in three directions — up as well as on both sides. The basement is also designed for use as a bomb shelter.
3. Provided utilities with capacity to handle increased loads and capable of further expansion at minimum cost. For example, there are two 175 horsepower-8,750,000 B. T. U. boilers capable of handling a sizeable addition as well as the present building. Space is also provided for a third boiler.
4. Planned not only for additions onto the present buildings, but also for rearrangements within the present facilities as future developments might require.

One of the design features is a 380,000-gallon reflection pool with fountains for aerating water used in plant equipment. This pool also serves as a reserve water supply for the fire protection sprinkler system. Located in front of the main entrance, it enhances the Colonial architecture and takes the place of an unsightly water tank in the rear that would hamper future construction.

The air-conditioning equipment consists of four compact units, with a capacity of 20,000 cubic feet each per inch, rather than a central system. These units are lightweight, easy to maintain, and can be installed in any one of several locations — providing further mobility in the event of expansion.

Personal Products is proud of its new Midwestern facility and believes that both the company and the community of Wilmington will prosper because of it. By continuing to build for the future, we hope to maintain this high standard of industrial development.

Forward-thinking Willis G. Coe is vice-president of operations for Personal Products Corporation. Educated at Dartmouth and Columbia, Coe assisted the Director of Rubber Conservation in Washington during World War II and then joined U. S. Rubber. He was named manufacturing vice-president of Tek Hughes in 1951 and three years later was appointed vice president of manufacturing for Personal Products. He moved to his present position in 1959. Active in various civic organizations, Coe is also a member of the American Management Association and the Society for the Advancement of Management.



100 to 150 preselected locations, discussing and rejecting at least this number unseen.

Why did we choose Wilmington? What criteria led to this ultimate selection? As I stated before, it took us a long time, and a multitude of factors influenced the final decision.

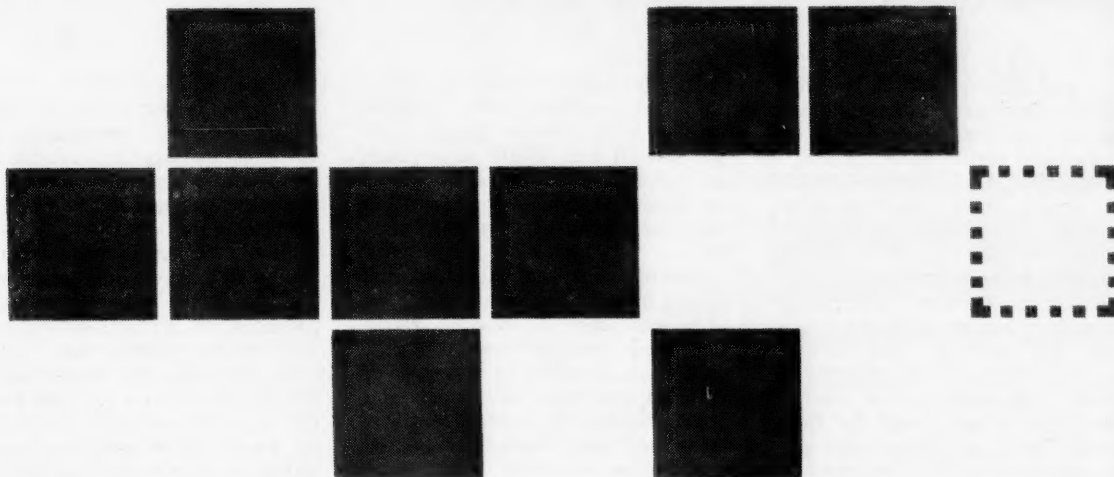
First of all, a map of the environs of Chicago shows the area southwest of the city, including the Wilmington-Kankakee territory, to be one of the few remaining directions still open for solid, well-planned expansion.

Secondly, we felt that we could establish the kind of industrial atmosphere in and around a town such as Wilmington that would attract other industries to the area. Any company such as ours, we believe, has an obligation to benefit the community in which it settles not only through direct contacts, but also by providing an example

and a direction for others. The so on down the list. Studies showed that this area would be as economical a situation for our plant as any of the alternatives.

Once the choice was finally made, we began to plan our plant of the future. The result of these efforts is a manufacturing facility combining elegance and grace with the most modern and efficient concepts of layout, equipment, cubic space utilization, heating, lighting, and air-conditioning.

Located off the Kankakee River Drive in the northeast section of Wilmington, the plant occupies a 240-acre site of rolling farmland overlooking Route 66A. The two-story office building of Georgian Colonial architecture makes an unusually impressive entrance to a manufacturing facility. The one-story plant, comprising more than 200,000 square feet, is located to the rear of and connected to the



JUSTIFYING EXPANSION

A board of directors considering an expansion needs a systematic presentation of the probable costs and ultimate profitability. American Cyanamid's Howard Blyth outlines the systematic steps that must be included in such a presentation.

By Howard A. Blyth

The presentation of a proposed capital investment to management must show that the proposed expenditure can be expected to give financial returns commensurate with the business risks entailed.

The presentation of the economic justification should cover two factors:

The return on the money invested.

The period of time required to recover the invested money.

Return on Investment

One of the well established methods of measuring return on investment is the annual net after-

tax earnings reported as a percentage of the total capital tied up in the project. Figure 1 shows a hypothetical case.

While this chart is comparatively simple there is obviously much work and many figures behind it. A lot of this is quite precise, but a great deal is based on assumptions and estimates.

However, management needs to know the basis for estimates so that they may evaluate the business risks involved in the probability of attaining the forecast results.

New Fixed Capital is the cost of erecting the required expansion

and in most cases will be either a firm bid or the product of a skilled estimator.

New Working Capital is the money needed to carry on the additional business — primarily to cover accounts receivable and inventories. In an expansion of existing business both figures can be readily estimated from past experience. For this hypothetical case, each is assumed to be 10% of annual sales.

Existing Capital Utilized is a more controversial item. It represents the cost or replacement value of existing facilities which will be used by the expansion. This may include such items as existing building, utility installations, laboratories, etc. It can be argued that these do not involve the expenditure of new capital and are currently idle. However, their use in the proposed expansion will make them unavailable for use in other expansions or new product facilities in which they might show a greater income. They should therefore be included in the total investment on which rate of earning is calculated.

In this example, the cost of sales, expenses and income tax are deducted from expected sales to arrive at a net income after tax. After a loss in the first year of operation, the return is expected to rise to 13.5% on the total investment by the fifth year for an average of 9.3% for ten years.

Is this a good project? This depends on the nature of the project and the business. A figure of 10%

JUSTIFYING EXPANSION

is a goal often used. If this is a mature business with minimum risk of obsolescence and our estimates are conservative, this is a good project. On the other hand, if it is a new product such as an insecticide which may be displaced before the fifth or even second year, this return is too low!

While the forecast (Fig. 2) of sales up to ten years in the future is for the most part pure crystal ball, it provides a framework for serious consideration of future prices and volume levels by those familiar with the commercial picture. These forecasts must obviously start with limiting assumptions that there will be no major changes in inflationary trends or world conditions. Expected volumes and prices can then be forecast on the

petroleum industry finds its historical fuel markets with reduced prospects of future profits and growths. It has sought to upgrade its non-fuel products and become an important competitive factor in this segment of the chemical industry.

Cost of Sales: The major elements of cost of sales are shown in Figure 3. In expanding an existing operation these will be based on past experience modified by forecasts of material and labor cost trends and improvements in material, utility, labor and maintenance to be attained in the new plant.

It is important that full costs be shown consistent with company accounting practice, so that the projected economies will be comparable with other projects competing

the expansion is made or not. This is done to permit a fair comparison where more than one possible project is competing for available capital. Under all cases it gives a conservative answer and a truer cost for pricing considerations.

Should the proposed expansion utilize an existing building or other facilities long idle, this should be indicated as a further factor for management consideration.

No allowance has been made for charges for interest or other financing costs. We are suggesting a project which we estimate will give a return on investment in line with company objectives. This return should be high enough to cover required financing charges and still contribute to profit. Whether the necessary funds are obtained from retained earnings, equity or debt financing is another problem; it does not enter into the economic prospects of success of the proposed expansion.

Cash Flow and Payout

Figure 2 shows the cash flow and payout for an hypothetical expansion. It shows that through net after-tax profits plus the tax-free depreciation reserve we have put back in the bank at the end of five years all the money we expended on fixed assets.

Basic Economics

So far we have presented our recommendation for the proposed expansion. These are the fundamental data which management needs to consider. However, much of the detail leading up to this final recommendation is needed to help management evaluate the business risk as well as the validity of our assumptions and estimates.

Some of the factors which will have been considered in arriving at our recommendation are: 1. market research on which sales forecasts are based, 2. expansion at present site vs. new location, 3. capacity of proposed expansion, 4. optimum manufacturing procedures and 5. possible alternates to expansion.

Profitability Index

A somewhat more sophisticated technique which is gaining increasing acceptance is the profitability index method of evaluating returns. By this method all capital requirements and future profits are con-

Howard A. Blyth is a member of the planning department of American Cyanamid's Commercial Development Division in New York. Previously he was assistant plant manager at their Warners Plant in Linden, N. J., and a pilot plant group leader in Cyanamid's Stamford, Conn., research lab. Blyth is a graduate of the Chemical Engineering school at Princeton University.



basis of past history of the product line and a combination of total market forecast and expected share of total market.

The degree of accuracy of the forecasts of price and volume, and of the factors that affect them, have a large influence on the business risk of the project as a whole.

Factors which might have future influence in price and volume would include technological changes in the consuming market and marked changes in the competitive picture.

An example of the latter is currently underway in the chemical industry. For years such big-volume organic chemicals as phthalic anhydride, styrene, and vinyl chloride have been produced by the chemical industry. Now however the

for available capital funds. It also will facilitate the future review of the project.

Included in the 10 year averages are some pre-plant costs and expenses. These will be incurred before the plant is started up and include training of operators, supervisors, salesmen, etc. together with a pageful of related items.

Expense: Major elements of expense are shown in Figure 4. As with the costs these should reflect full charges consistent with accounting practice.

Full Cost vs. Incremental: In using full costs and expenses and by including existing investment in the calculation of return on investment, it is recognized that some charges are made against the expansion which will accrue whether

JUSTIFYING EXPANSION

Figure 1
RETURN ON INVESTMENT
(Thousands)

Capital Requirements

New Fixed Capital	\$ 750
New Working Capital	200
Total New Capital	\$ 950
Existing Capital Utilized	50
Total Capital Required	\$1,000

Projected Income Statement

	1st Year	2nd Year	5th Yr. (Capacity Operation)	10 Yr. Average
New Sales	250	400	1,000	805
Cost of Sales	200	240	580	477
Gross Profit	50	160	420	328
Expenses	100	120	150	142
Net Before Tax	(50)	40	270	186
Income Tax	(25)	20	135	93
Net Income After Tax	(25)	20	135	93
R. O. I.	loss	2%	13.5%	9.3%

Figure 2
PROJECTED INCOME STATEMENT

	Start Up	Year 1	Year 2	Year 3	Year 4	Year 5	10 Yr. Average
New Sales		250	400	600	800	1,000	805
Cost of Sales	20	200	240	360	475	580	477
Gross Profit	(20)	50	160	240	325	420	328
Expenses	30	100	120	130	140	150	142
Net Before Tax	(50)	(50)	40	110	185	270	186
50% Tax	(25)	(25)	20	55	93	135	93
Net After Tax	(25)	(25)	20	55	93	135	93
Net Income	(25)	(25)	20	55	93	135	93
Depreciation	—	100	100	100	100	100	
Total Cash							
Recovery	(25)	75	120	155	193	235	
Cumulative Cash							
Recovery	(25)	50	170	325	518	753	

Payout on New Fixed—5 years

Figure 3
ELEMENTS OF COST OF SALES

Raw Materials
Utilities
Direct Labor
Direct Supervision
Payroll Expenses—
Maintenance
Engineering, Testing & Control
Miscellaneous:
Supplies, materials handling, etc.
Depreciation
Overheads
Plant insurance and taxes
Watchman, janitors, yard labor, etc.
Plant management
Other Plant and allocated costs.
Packaging Material and Labor

Figure 4
ELEMENTS OF EXPENSE

Commercial
Salesmen
Sales Administration
Advertising and Promotion
Commissions
Warehousing Expense
Research & Development
Administrative Expense
Administrative Salaries
General Office Costs
Legal
etc.

sidered at their present worth using a number of different interest rates. These are then solved to give the compound interest rate that would be required to give earnings comparable with those expected from the project. This method is much more precise and has the advantage of giving one number for comparison with other projects. The techniques are somewhat more complex and less readily explained than return on investment. The method has

however been well worked out and tables are available in the literature which simplify the procedure.

Where several alternatives are under consideration involving capital expenditures over a period of years, the method is particularly valuable. This would be the situation for example if one built a large building and installed one production line to be followed by installation of a second line at a future date.



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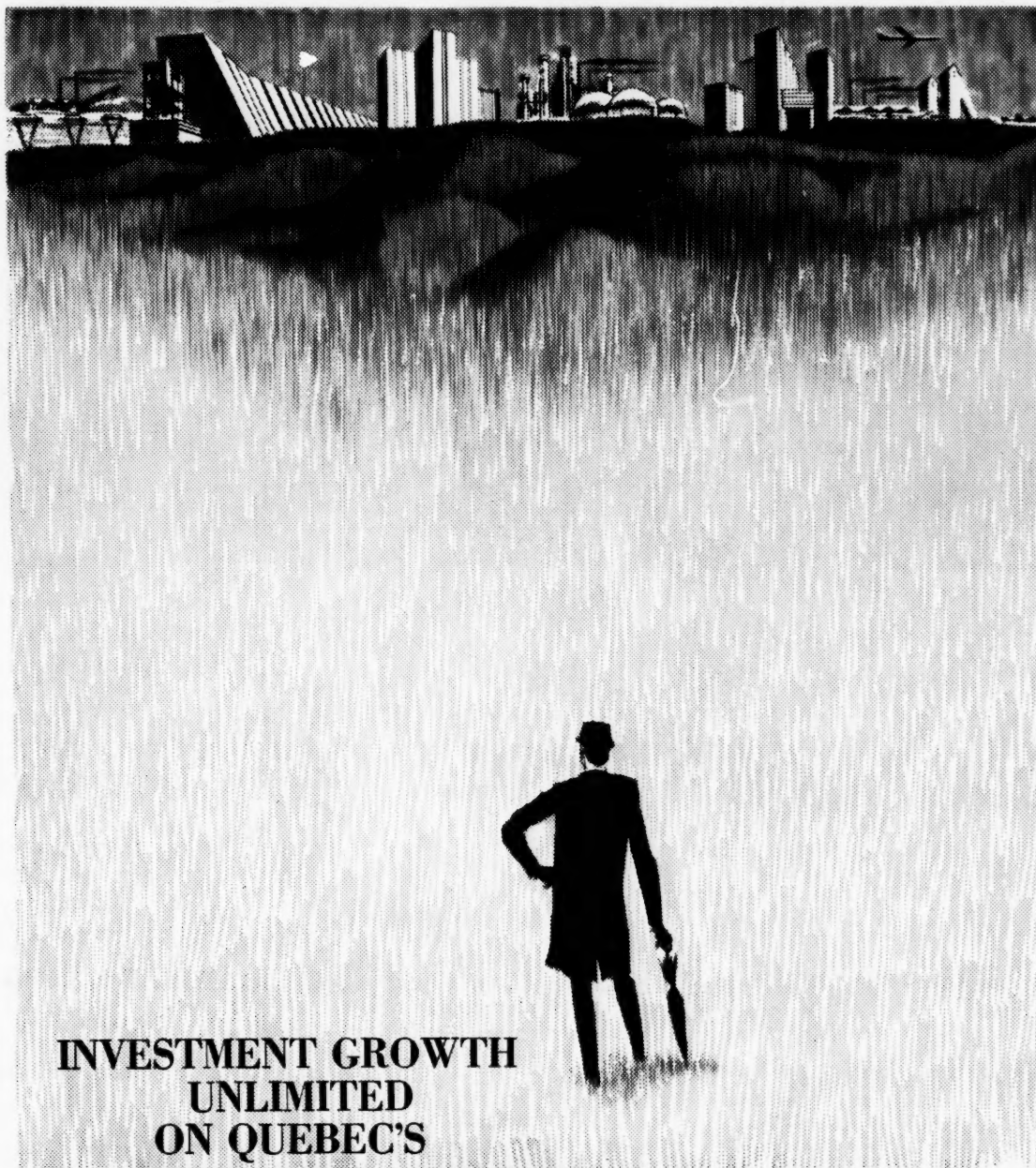
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	1959	1985
PRODUCTION	\$6,938,021,000	\$24,700,000,000
<small>(estimated value of shipments)</small>		
LABOUR FORCE:	1,747,000	3,500,000
POPULATION:	5,106,000	9,500,000
PERSONAL INCOME:	\$6,337,000,000	\$15,000,000,000



Patrick Hyndman (L) and
Real Garipey (R), Province
of Quebec.



Mike Knight, Halifax.

W. J. Lavigne, Shaw-
inigan Power, Mon-
treal.



D. F. Purves, Cana-
dian National Rail-
road, Montreal.



Tom Sturgess, Victoria.

F. J. Lyle (L) and Don Holland
(R), Toronto.



Tom Watson, Toron-
to.

“AMERICAN INDUSTRY STILL

In order to gather a true picture of the business climate and the industrial opportunities in Canada, ID's editor has made extensive tours into this vast country. This current investigation reveals that Canada still welcomes American industry and that there are a multitude of expansion possibilities. For those seeking further details, a selected bibliography has been compiled and presented in this new study.



Harvey Dagg (L) and M. W. Brewton, Toronto.



W. Willson, Toronto.



William Bell, Vancouver.

L. G. Groom (L) and J. A. Page (R), Southern Canada Power, Toronto.



Jean Guy Caron (L) and Armand Viau (R), Quebec City.

Frank Collins, Canadian Pacific Railroad, Montreal.



Valmore Gratton (L) and Jack Lowy (R), Montreal.

WELCOME IN CANADA"

By H. McKinley Conway, Jr.

FREDERICTON, NEW BRUNSWICK. There has been disturbing talk in recent months about relations between Canada and the United States. Even the most casual newspaper reader knows that prominent Canadian officials have expressed concern that such a high percentage of industry is owned by outside (U.S.) firms. One aspect of this is the much-publicized proposal to adopt tax measures which would penalize the Readers Digest, Time, and certain other U.S.-oriented enterprises.

Some businessmen have concluded that U.S. investors are no longer encouraged to look at Canadian situations. A few have jumped to the conclusion that the atmosphere here is one approaching downright hostility.

What are the facts? We decided to get some answers first-hand by interviewing scores of Canadians

across the nation. Flying our small single-engine Cessna we made our first stop in June in this Eastern provincial capital. Before the summer was over, we had ranged as far west as the Pacific Coast, covering several thousand miles of Canadian territory.

We collected a mass of information, from which we can draw some general observations:

First, we like Canadians! We found a warm, friendly welcome. In every section we were made to feel completely at home by Canadians in every sphere — airport line crewmen, cab drivers, waitresses, company presidents, and government ministers. Their sincerity was evident.

Second, Canadians in charge of industrial development activities without exception gave us assurances of their continuing interest in

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CANADA

attracting outside investment. Most officials stated that a major part of their effort is aimed at selling more U.S. firms on expanding in their part of Canada.

Third, we think the concern about outside investment in Canadian industry is largely a political thing and is greatly overplayed in the daily press. The perfectly natural and logical interest of Canadians is promoting more development activity by Canadians has been misconstrued as a deterrent to the flow of outside investment, which it is not.

So, we say categorically that Canada is very much interested in your expansion program! You'll find the proof for this assertion in the following rundown on development activities, services, and studies:

Eastern Swing

Entering Canada via light aircraft across New Brunswick offers one of the best impressions of the great raw strength of this nation. For more than a hundred miles we traversed the wood-and-lake country to Fredericton.

This is, of course, the capital of New Brunswick and the headquarters of the N.B. Department of Industry and Development. You will find Deputy Minister J. A. Patterson and his staff quick to provide full plant location and research aid.

Our visit was necessarily brief and we were soon off to look at the Eastern sector. Leaving Fredericton we noted the huge log rafts in the river downstream and the impressive Camp Gagetown army center. The St. John River is navigable from here South to St. John, New Brunswick's major city on the Bay of Fundy. Our route took us across Grand Lake, past Cumberland Bay, to Moncton.

This seems to be one of the key growth cities in the Maritimes. Already, Moncton can show a new downtown shopping center, new downtown motel, a second airport, and important industrial development. The city is emerging as a logical distribution point for those who want one facility to serve all of New Brunswick, Nova Scotia, Prince Edward Isle, and Newfoundland.

East of Moncton we examined several cities in the region where New Brunswick borders Nova Scotia. Sackville has a major defense installation; Amherst is a diversified center.

Soon we were making an ADF approach to the international airport at Halifax. This is truly an impressive facility — an ultra-modern, multi-million dollar jet-age airport surrounded by forests.

At the Halifax Industrial Development Commission we got a rundown on the local area development prospects from Ray March, director. A former BEA official stationed in Italy, March said biggest local news was a proposed \$250 million urban renewal effort to be carried forward with private funds. Action is expected soon on a multi-million dollar shopping center, first in the region.

Biggest factor in industrial development here is Industrial Estates Limited, a crown company of the Province of Nova Scotia. This can best be described as a sort of regional RFC — using public funds to build industrial plants for private firms. This agency offers a complete "package" plan with various lease, purchase, or lease-purchase options.

At the Ministry of Trade and Industry we were given a broader picture of development trends in Nova Scotia. Deputy Minister Mike Knight evidenced particular enthusiasm regarding big process installations for the Strait of Canso area. This narrow channel between Cape Briton Island and the mainland of Nova Scotia was recently contained by a causeway, forming a large harbor which has already attracted a \$40 million pulp mill.

With abundant power, Knight believes this region will soon attract a refinery and, possibly at a later date, an aluminum smelter. He sees a substantial industrial complex growing around Port Hawkesbury.

Looking at the overall trends, E. A. Manson, Minister of Trade and Industry, expressed "cautious optimism". While unemployment continues high (reductions in coal mining are a major factor) Manson points out "the gross value of manufacturing production has almost doubled here in the last decade.



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HON. W. M. NICKLE, Q. C., Minister
F. J. LYLE, Director

Leaving Halifax, we flew north until we intercepted Northumberland Strait. Flying parallel to the coast we scanned the area where Prince Edward Islanders have long promoted a causeway which would link their province with the mainland. Now a popular vacation spot and farming area, PEI would undoubtedly assume new industrial importance if a causeway offered surface transport to mainland centers.

Weather didn't permit a stop at Newfoundland, so we filed a flight plan North from Moncton to Bathurst and Campbellton, pulp mill sites on Chaleur Bay, and the famed Gaspé Peninsula. We came out on the broad mouth of the St. Lawrence and turned upriver at Mont Joli. We quickly encountered heavy French accents and the charm of Quebec. We were off again on a flight plan to Quebec City, flying low along the South shore of the St. Lawrence to

shoot footage of the trim villages and the long, narrow fields which run from the hills down to the river.

This leg completed the fulfillment of a determination made several years ago — to explore every foot of the St. Lawrence Seaway from one end to the other, at low level. We recommend it!

Slicing across the Ile d'Orleans in mid-stream we sighted the city hanging on the cliff. We found Quebec to be one of those rare cities which has managed somehow to retain a distinct atmosphere all its own.

At the Quebec Ministry of Industry and Commerce, the new Director of the Industrial Development Branch is Patrick R. Hyndman, formerly an official of International Harvester of Canada.

Of special interest here is Bill 65 passed May 24th by the provincial legislature, setting up plans for the giving of financial assistance to industry by municipal corporations. Known as the Industrial Fund Act, this legislation is expected to give Quebec communities a better competitive position in bidding for new plants.

Hyndman also is establishing local development representatives in 16 areas to work with local community groups in appraising needs, planning programs, and spurring action. An immediate goal will be the planning of new industrial areas and applying the provisions of Bill 65 to attract industry.

For a picture of development in the immediate area, we visited the offices of Armand Viau, General Manager of the Bureau of Industry and Commerce of Metropolitan Quebec. In a session which included assistant Jean Guy Caron and President Ls-Phillippe Bouchard we learned of an unusual plan for acquiring a new industrial park.

As in most areas, Quebec City has the problem that a prime industrial site is held by as many as 10 different owners. Under the new scheme, the city planning commission staff has prepared a park plan for the acreage, as well as an agreement under which the property owners surrender their original deeds and accept new deeds to proportional amounts of land (less



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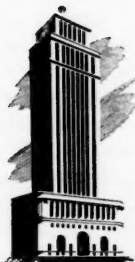


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D. F. Purves, CNR Chief of Development, 935 Lagauchetiere Street West, Montreal 1, Que. Dial 877-4447

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CANADA

that required for streets and utilities) in the park.

Quebec City is obviously on the move, with many outward signs of prosperity and progress. New industries include many U.S. firms, such as Reliance Electric of Cleveland. The Place Laurier is a striking new shopping center, already in midst of expansion.

Leaving Quebec City, we continued downriver, taking notes on several areas which are achieving impressive reputations in industrial development. An important center is Three Rivers, about halfway between Quebec City and Montreal. A completely new airport is evidence of growth here.

Below Three Rivers the St. Lawrence widens into Lake St. Peter, then contracts again at Sorel, one of the real bright spots in Canada's industrial future. Here there are already important heavy industries and spokesmen both in Quebec and Montreal predict much greater things.

Metropolitan Montreal

Montreal, which we had not visited for three years, is one of the most dynamic large cities we have seen.

At the time of our visit some \$300 million in new construction was underway within a few blocks of our hotel, the Queen Elizabeth. This figure does not include one proposed project amounting to \$50 million and another \$48 million development. This is big, even by Dallas standards!

According to Valmore Gratton, City of Montreal development official, the city is adding 85,000 new citizens per year today and this growth rate will increase to 100,000 per year within three years. Many European immigrants are included.

Montreal is a good spot for collecting data on development situations throughout Canada, because the headquarters of the two great railroad systems are here. Frank W. Collins, development head for Canadian Pacific told us 589 new and expanded plants were chalked up along his company's lines last year — many U.S. firms among them. During 1960 Canadian Pacific built 36 miles of new sidings for 153 plants.

CANADA

In Canadian National's striking new office building, development chief D. F. Purves gave us an equally impressive picture of healthy rail service growth associated with new industrial projects. He mentioned such huge undertakings as a new 60 mile line, costing \$10 million, in the Lake Mattagami region, and a 31 mile line, costing 4.5 million, at Thompson, Manitoba. The latter serves International Nickel's refinery which began operations just a few weeks ago. This entire development totals \$195 million.


We were impressed with the fact that development activities under Purves are part of a large-scale research and development group within the CNR staff organization. Purves is a University of British Columbia economics major, with graduate work at Columbia. His staff includes graduates in such fields as mining, chemical engineering, forestry, and various economic fields.

Clearly, the Canadian railroads are accustomed to doing things on a grand scale; they offer expert consulting services, and can be of invaluable aid to you in exploring an expansion project anywhere in this big country.

Another group looking at the future with optimism and confidence are the electric utilities. At Shawinigan Water and Power, W. J. Lavigne, manager of industrial development, told us about big minerals processing units for the Sorel area. Here is one development group which thoroughly understands the location factors for heavy process units, since their affiliate, Shawinigan Chemicals, is building a big petrochemical plant 18 miles from Montreal.

According to Lavigne, five different firms are currently studying potential for a steel mill at Sorel and he expects this project to be launched within twelve months. Also looking at future "satellite" industries for the petrochemical plant, Lavigne is adding a man to his staff to study production gaps.

Lavigne, incidentally, is the current President of the Industrial Commissioners Association of Quebec, a group having a membership



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CITY OF REGINA

REGINA CHAMBER OF COMMERCE

CANADA

of some 100 professionals. This gives an idea of the scope of industrial development activities in this region.

At Southern Canada Power we met development manager L. G. Groom and President J. A. Pagé.

Southern Canada Power is a part of the Shawinigan system, serving the area extending from near Montreal Southeast to the U.S. border. Included are such up-and-coming cities as Drummondville, Granby, St. Hyacinthe, and St. Johns. According to Groom, all having municipal industrial parks, and each has added a significant new plant in recent time.

Perhaps the most successful in Eastern Canada is the Pointe Clair Industrial Park, near Montreal's Dorval airport. Originally, this district included some 1600 acres, half of which were owned by realtor Jack Lowy, and the remainder by various owners in the city of Pointe Claire. Within four years, Lowy has added some 35 plants valued at \$35 to \$40 million. Property values have increased from about 14 cents per square foot to a present range of 35 to 75 cents for fully-serviced land.

Many well-known U.S. names are to be seen in the area. One of the latest is Mallinckrodt Chemical, of St. Louis.

Up the St. Lawrence

Next item on our agenda was a close look at the North shore of the St. Lawrence from Montreal South. We had previously probed the South shore from Massena to Ogdensburg and Alexandria Bay for the St. Lawrence Valley report carried in ID's November, 1959, issue.

Leaving Cartierville, we picked up a radar steer from Dorval and turned upriver. A zig-zag course permitted us to explore the Lake Of The Two Mountains to the North and the Beauharnois Canal to the South. First large city in Ontario is Cornwall, within sight of the Eisenhower Locks and Moses power station we had visited earlier.

At Ogdensburg, we were pleased to see the new bridge, long the dream of Ogdensburg publisher Franklin Little. Improved transport and communications will un-

doubtedly contribute substantially to development on both sides of the river.

Other checkpoints deserving notice were Brockville, and a series of handsome parks along the Canadian side of the river. Our frustration was increased by having to fly past the Thousand Islands without a pause.

We detoured a prohibited area at Kingston and soon had a contact with the tower at Trenton's RCAF base. Past Port Hope we picked up Oshawa, one of the more impressive industrial cities in Canada.

This happened to be our first approach to Toronto's Island airport, and we certainly recommend it for transient executive aircraft. A ferry (fare: 15 cents for those over 56 inches in height) takes you across the ship channel to the Toronto waterfront and in ten minutes you're in your hotel.

The Toronto area has without doubt received more attention by site-seeking U.S. firms than any other spot in Canada. In the early stages of expanding into the Canadian market, many firms have chosen to locate one unit here to serve all of Canada. Further growth has then led to additional units in the East and West.

Key promotion agency in Ontario is the Department of Commerce and Development, Industrial Development Branch, headed by F. J. Lyle and assisted by Don Holland. This group includes more than 50 staff members and is engaged in a wide range of planning, research, and promotional projects.

Lyle, an industrial engineer and former works manager in industry, is directing prime attention to import replacements and exports. His basic objective "is to get manufacturing employment up" he asserts.

Holland explained that the technique being emphasized today is the promotion of "manufacturing arrangements" — for example, affiliations between U.S. firms interested in getting into the Canadian market, and Canadian firms with excess capacity.

Both officials state that Ontario's competitive position is so strong that special inducements are not

CANADA

used. In fact, it is not legal for municipalities to finance plants in this province. There are, however, private development corporations which can make special arrangements. Speculative building is rare in small communities and generally this approach has not paid off.

For another slant, we turned to Harvey M. Dagg, development officer of the Bank of Nova Scotia, and his assistant, M. W. Brewton. Their group has conducted research very useful to site-seeking U.S. firms — for example, a 61 page **Canadian Business Guide** which gives a very convenient summary of factors to be considered. While the bank offers site services and has located numerous U.S. firms (Dagg's department just recently located a U.S. boat manufacturer at Peterborough) the services provided here run a much broader range. Examples include: finding a Canadian general manager for a U.S. firm; finding a shoe company for a U.S. firm to buy; and getting a hotel chain to build a motel at a spot needing this facility.

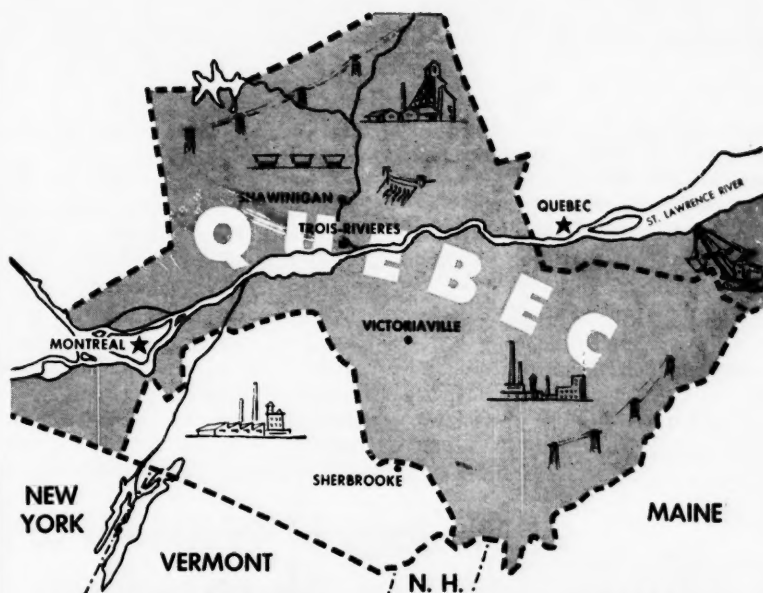
Another worthwhile stop is the Canadian Imperial Bank of Commerce, where Tom Watson is the development service officer. Representing a recent merger of two of Canada's leading financial institutions, Canadian Imperial offers an expanded service to site-exploring firms. A significant publication available here is **Doing Business in Canada**, a guide to Canadian taxes and incorporation procedures.

Toronto also can lay claim to more industrial park projects than any other Canadian area. At the Metropolitan Toronto Industrial Commission, General Manager W. Willson gave us a rundown on major developments.

Among these are Bramalea, a complete city being developed by Bramalea Consolidated Developments, Ltd., a company financed by U.S., British, and Canadian interests. This project is being directed by John W. Galbreath and Company.

Another complete community is Park Royal, which offers some 300 acres for industry along Queen Elizabeth Way at prices ranging from \$6,000 per acre. This is a project of Gibson Brothers, Ltd.

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Malton Airport is being carried out by Meadowvale Developments, Ltd., and a 1,000 acre project is underway by Signet Developments.

A number of top firms, including Coca Cola, have chosen Thornecliffe Industrial Park, North of the downtown Tronto area. Key broker is S. E. Lyons, Ltd.

Still another complete community project is Peel Village, which includes 350 acres of serviced industrial land. Management is Peel Vil-

lage Developments, Brampton, Ontario.

It should be explained that developers of residential areas here are required to allocate a certain percentage of each large tract to industrial use and to actually bring in the industrial plants before they can get building permits to erect private homes. This is the device used by municipal boards to guarantee sufficient tax income from industrial activities to balance the

load on private homes.

Since construction of residential areas is thus restricted, developers sometimes offer very attractive deals on industrial sites in order to earn their quota of residential permits. According to Willson, current consumption of industrial land in Toronto is about 1,000 acres per year.

Leaving the picturesque Island Airport, we intercepted the super-highway which runs Southwest and followed it past Preston, Galt, and Woodstock to London. When completed, this new highway will undoubtedly open some prime new industrial sites throughout this prosperous area. London, already a key city, will become even more important.

Now in beautiful weather, we covered Southern Ontario, at one time having a view from Lake Erie on the South across Lake St. Clair on the West, and along the length of the St. Clair River to Lake Huron on the North.

Manitoban Gains

There's no need to detail every step of our continuing trip to the West. Again in Manitoba, Saskatchewan, Alberta, and British Columbia, our overall impression is that of great physical strength. No one can look at Canada's breadth from a small airplane without being struck with the immense potentialities for the future in every phase of development.

One of Canada's top spokesman for industrial development — and a man most admired by his colleagues in industrial development — is R. E. Grose, Deputy Minister of the Manitoba Department of Industry and Commerce, in Winnipeg. His special statement for ID reads:

"A continued high rate of industrial expansion with an associated increased in investment, personal income and consumer spending were the predominant trends in Manitoba's economy during 1960.

"New and diverse manufacturing firms were established in the Province at the rate of one per week. Thirty per cent of these new firms were located in rural Manitoba, evidence that the trend to the decentralization of industry through-

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out the Province that has become increasingly apparent during the past few years is continuing at a satisfactory rate. Shipments in 1960 of the 1,700 manufacturing firms located in Manitoba totalled \$738 million. In addition to manufacturing, the development of natural resources continued with particularly rapid progress occurring in northern Manitoba. As a consequence, the gross value of forest and mineral production was estimated to be \$78 million in 1960, an increase of 4% over the previous year.

No longer is Manitoba's economy primarily dependent upon agricultural production but it relies on a diversity of manufacturing, mining and forestry activity distributed throughout the Province.

"Capitol investment in Manitoba during 1960 in construction and equipment amounted to \$681 million, approximately \$30 million or 4.5% more than in 1959.

"Reflecting the growing prosperity in Manitoba, personal income increased 3.4% from \$1,320 million in 1959 to \$1,365 million in 1960. Retail sales reached a peak of \$827 million, \$14 million above 1959 sales.

New Steel Plant

Moving West, we find a similar atmosphere of optimism in Saskatchewan. Let's look at the statement given ID by H.D.F. Black, Deputy Minister of the Saskatchewan Department of Industry and Information in Regina:

"Saskatchewan last year maintained the economic upswing that has characterized provincial development and attendant diversification of industry in the past decade.

"The farm economy, buoyed up by a near-record bumper crop, contributed greatly to the total personal income figure of \$1,351 million, an increase of \$170 million over the previous year. Estimates for the past year place the net value of commodity production at \$1,003 million, an increase of \$129 million from the preceding twelve-month figure.

"Total value of construction in Saskatchewan increased during the year; residential construction

dipped somewhat, but industrial projects, particularly the dams on the Saskatchewan River, provided upsurge enough to more than maintain the progress pace of recent years. Saskatchewan's oil industry enjoyed a good year and total value of production has been estimated at \$108 million, representing a seven per cent increase over that of the previous year.

"During the past year the Saskatchewan Power Corporation boosted

production of electricity by 17 per cent; substantial additions were also made to the province's natural gas distribution system.

"Steel was a new product this year for Saskatchewan. From a basic steel mill near Regina flowed plate for major construction projects and skelp for an adjacent pipe mill. Development of secondary industries using steel for processing and fabricating has been spurred by the successful entry of the steel

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Nova Scotia Department of Trade and Industry

HALIFAX — NOVA SCOTIA — CANADA

HON. E. A. MANSON
Minister

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Deputy Minister

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CANADA

mill to the provincial industrial scene. Mining companies are currently investigating a vast iron ore body in the province, which gives promise, together with the steel mill, of making Saskatchewan the iron and steel capital of western Canada.

"High grade potash deposits, underlying a large part of southern Saskatchewan, moved much closer to markets this year when International Minerals and Chemical Corporation (Canada) Ltd. announced the successful sealing off of the troublesome Blairmore formation. The eyes of the potash world have been focused on the Esterhazy mining operation, which now appears to be the key to accelerated development of this vast underground treasure.

Saskatchewan looks to the next few years as the most significant ones in provincial history. The few remaining gaps in the industrial pattern are being filled and natural resources, with which Saskatchewan is so well endowed, stand closer to full development than at any time in the past."

ID readers should already be familiar with the impressive scope of development opportunities in the next province westward, Alberta. Two comprehensive editorial surveys have covered Calgary (See January, 1960 number) and Edmonton (May, 1961 issue). This is a fast-moving region with a Texas-like economy and a high proportion of U.S. citizens among its populace. Nowhere in Canada will the U.S. firm feel more at home.

In addition to the two major centers, development programs are paying off in many other cities and communities. The Riverside Industrial Park at Red Deer and the industrial district at Camrose are cases in point.

Looking at the broad view, Richard Martland, Director of the Industrial Bureau of the Alberta Department of Economic Affairs, gave ID this statement:

"The briskly aggressive industrial expansion that has been characteristic of Alberta for almost 15 years continued unabated during the past year.

"The value of manufacturers' shipments reached a record breaking \$943 million and every index points to the billion dollar mark for the current year.

"New industries that began operations last year, or for whom new construction was started, included such major establishments as two rubber tire plants, two big-inch pipe mills, oil refineries and gas processing plants, an evaporated milk plant, two meat packing concerns, three petrochemical plants, a fibreglass insulation firm, as well as many more smaller but important industrial enterprises. Announced costs of all projects was in excess of \$147 million.

"Particularly significant was the continuing industrial interest in smaller centers by large concerns.

"One of the highlights of the year was the approval of a program to export substantial quantities of Alberta natural gas to the Pacific Northwest and California markets. It is estimated that investment in this province in pipeline transmission and gas processing facilities required for the export program will exceed \$250 million."

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Canada's West Coast

Our 1961 Canadian tour was terminated with British Columbia due merely to the facts of geography and not with any thought that this westernmost province is any less significant in the nation's economic affairs. In fact, B.C. has always been one of our favorite provinces. We've traveled the Kootenay into Banff and we've seen the vigor of Vancouver. We've flown the backbone of the Rockies in mid-winter when the blanket of snow was continuous from Calgary to the Coast and the temperature at flight altitude stood at 25 below.

British Columbia is obviously a land of contrasts and striking impressions. We've seen its beautiful fir lumber unloaded in Hawaii, and we've eaten B.C. salmon in Atlanta.

Industrial activity is well documented in a series of reports available from the B.C. Department of Industrial Development, in Victoria. Key man is T. L. Sturgess, Deputy Minister.



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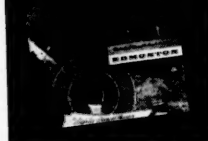
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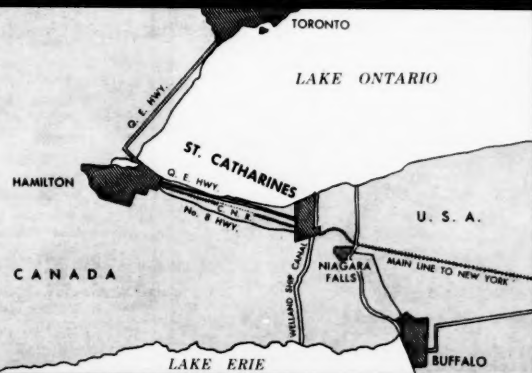
EDMONTON . . . the fastest growing metropolitan area in Canada.

EDMONTON . . . strategically located to serve the rich areas of Western Canada.

EDMONTON . . . an ever-expanding market covering one-half of Canada's total area. Over 6,500 flourishing enterprises are testimony to Edmonton as a sound investment.

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- VITAL LINK OF THE ST. LAWRENCE SEAWAY
- THE MARKETING AND MANUFACTURING CENTRE OF THE NIAGARA REGION



ST. CATHARINES
ONTARIO'S
6th LARGEST CITY

DISTANCE FROM ST. CATHARINES TO:

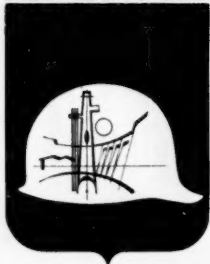
Buffalo	30 miles	Norfolk, Va.	616 miles
Chicago	537 miles	Newark, N.J.	507 miles
Cleveland, O.	223 miles	New York City	440 miles
Columbus, O.	390 miles	Niagara Falls, N.Y.	14 miles
Detroit, Mich.	240 miles	Philadelphia, Pa.	407 miles
Erie, Pa.	116 miles	Pittsburg, Pa.	254 miles
Halifax, N.S.	1355 miles	Portland, Me.	522 miles
Hartford, Conn.	430 miles	Providence, R.I.	502 miles
Indianapolis, Ind.	326 miles	Toronto, Ont.	72 miles
Montreal, Que.	425 miles	Washington, D.C.	427 miles

FOR COMPLETE INFORMATION

WRITE

R. NABLO
INDUSTRIAL COMMISSIONER
MUNICIPAL BUILDING
ST. CATHARINES, ONT.

LOCATE IN
CALGARY THE CITY OF ENERGY



**CALGARY
ALBERTA
CANADA**

WRITE: K. S. FORD,
INDUSTRIAL CO-ORDINATOR,
CITY HALL ANNEX

15 GOOD REASONS ...Why Your New Plant Should Locate Here:

(these new plants have recently
located in Toronto Township)

1. A. V. Roe Canada Ltd.
2. Frito Co.
3. British American Oil Co. Ltd.
4. Brunswick Co. of Canada Ltd.
5. Caterpillar of Canada Ltd.
6. Cryovac Division, W. R. Grace & Co. of Canada Ltd.
7. Electric Storage Battery of Canada Ltd.
8. Fruehauf Trailer Co. of Canada Ltd.
9. Merck & Co. Ltd.
10. St. Lawrence Cement Co.
11. Ralston Purina Company
12. Samuel Son & Co. Ltd.
13. Eastern Power Devices Ltd.
14. Canadian Salt Co.
15. Tonolli of Canada Ltd.

- 70,000 Acres
- 12 miles downtown Toronto
- Rail, air, highway and seaway transportation
- Abundant Power & Water

Write: W. H. COURTNEY

Industrial Commissioner
Cooksville, Ontario
Canada

Canadian Source Materials

Canadians are old hands at making their country known to the outside world. The Federal and Provincial governments, the railroads, power companies and many local governments and chambers of commerce have produced an extensive literature describing the resources and opportunities of the area. Following is a listing of some of this literature, mainly that available from Provincial authorities.

Note that a considerable number of studies have been made of the suitability of a province or region for a particular type of industry, or of the current status of some segment of industry in a province.

The Canadian Government is taking the census this year—the first since 1956 and large amounts of new material will soon be available.

CANADA - GENERAL

Changes in Trade Restrictions between Canada and the United States. National Planning Association, 1606 New Hampshire Avenue, N. W., Washington, D. C. 1960, 65 pages, \$2.

Quick Canadian Facts, Fifteenth Annual Edition. Quick Canadian Facts Limited, 810 Lumsden Building, Toronto, Ontario. 1960, 128 pages, 35 cents.

Annual Report — 1960. Industrial Development Branch, Department of Trade and Commerce, Ottawa, Ontario. 1960, 96 pages, 25 cents.

Barriers to Trade Between Canada and the United States. National Planning Association, 1606 New Hampshire Avenue, N. W., Washington, D. C. 1960, 97 pages, \$2.

Traffic Report of the St. Lawrence Seaway 1960. St. Lawrence Seaway Authority, No. 2 Temporary Building, Ottawa 4, Ontario. 69 pages, 50 cents.

Doing Business in Canada. Canadian Bank of Commerce, Business Development Division, 25 King Street, W., Toronto, Ontario. 1961, 75 pages.

The following reports may be obtained from Conway Publications, 2592 Apple Valley Road, Atlanta 19, Georgia.

Edmonton, Alberta, Canada, 1961.

Calgary, Alberta, Canada, 1960.

Elliott Lake, Ontario, Canada, 1960.

Canada: 1960.

Canada: 1959.

ALBERTA

The following publications are available from the Department of Industry and Development, Government of Alberta, Legislative Building, Edmonton, Alberta.

Alberta Trade Index, bi-annual, 230 pages.

Graphs of Growth, charts, graphs, tables, 32 pages.

Summary of General Statistics, monthly, 16 pages.

Municipal Economic Surveys, individual municipalities, annual, 16 pages.

Alberta's Economic Prospects, 356 pages, \$4.00.

Alberta Province of Opportunity, Calgary Power Ltd., 140 - 1st Ave., Calgary, Alberta, 1958, 321 pages.

An Industrial Survey of the Edmonton Area, Canadian National Railways, 407 McGill Street, Montreal, Quebec, 1960, 100 pages.

Edmonton Markets and Statistics, Edmonton Department of Industrial Development, City Hall, Edmonton, Alberta, 12 pages.

1960 Annual Report, Research Council of Alberta, University of Alberta, Edmonton, Alberta, 1960, 55 pages.

1960 Review of Business Conditions, Alberta Bureau of Statistics, Edmonton, Alberta, 1961, 30 pages.

BRITISH COLUMBIA

The following publications are available from the Department of Industrial Development Trade, and Commerce, Government of the Province of British Columbia, Victoria, British Columbia.

Establishing A Business in British Columbia.

Invitation to Industry.

Trade and Industry Bulletin (Monthly).

Closing-days Pamphlet.

Directory of Handicraft Products and Producers in British Columbia.

Regional Investment Opportunities in British Columbia.

Composite Industrial Map of the Metropolitan Area of the Lower Mainland of British Columbia, \$1.

Composite Industrial Map of the Fraser Valley Area in the Lower Mainland Region.

Facts and Statistics (Annual) 40 pages.

Monthly Bulletin of Business Activity.

Summary of Business Activity in British Columbia (annual).

Business Outlook (annual).

Industrial Expansion in British Columbia (annual).

Dominion Bureau of Statistics Consumer Price Index (annual).

Salary and Wage-rate Survey (annual).

Preliminary Statement of External Trade Through B. C. Ports (annual).

British Columbia Trade Index.

British Columbia Directory of Wholesalers, etc.

Regional Industrial Index of British Columbia, 1960, \$1.

Regional Statistics.

Population Maps of Census Divisions, \$1.

A Manual of Resources and Development, 1961.

Consumption of Materials and Supplies in B. C. Manufacturing Industries.

Selected Import Items Which Could Possibly be Manufactured in British Columbia.

The Fabricating and Consumption of Aluminum Products in British Columbia, 1959.

The Biscuit Industry in British Columbia, 1960.

Glass and Glass Products Industry Study, 1960.

Asbestos Products in British Columbia.

CANADA

Initial Approach to Muskeg Problems and Potentials in B. C.

The publications listed below are available from the British Columbia Electric Company, Ltd., 970 Burrard Street, Vancouver, 1, British Columbia.

British Columbia. A General Description of Features, Resources and Economy, 1960, 11 pages.

Look to Canada for Opportunities, 1961, 4 pages.

The British Columbia — Alberta Market Area in Relation to Other Canadian Markets, 1925 to 1975, 34 pages.

Population Distribution Study, Lower Mainland of British Columbia, 1951 to 1975, 22 pages.

MANITOBA

The following data may be obtained from the Manitoba Department of Industry and Commerce, Winnipeg, Manitoba.

Economic Atlas of Manitoba, 80 pages, \$15.

Manitoba Trade Directory, 250 pages.

Manitoba Industry and Commerce Bulletin, 12 pages.

Manitoba Community Data (individual community sheets) 4 pages.

The following publications may be obtained from Arthur D. Little, Inc., 30 Memorial Drive, Cambridge, Massachusetts.

Economic Survey of Northern Manitoba, 1958, 200 pages.

Preliminary Study of the Economic Feasibility of A Glass Container Plant in Winnipeg, Manitoba, 1958, 19 pages.

Textile and Apparel Manufacturing Opportunities, 1955, 46 pages.

Survey of Agriculturally Based Industrial Opportunities in Manitoba, 1955, 48 pages.

Opportunities for Manufacturing Hand Tools in the Province of Manitoba, 1956, 33 pages.

Opportunities for Poultry Processing in the Province of Manitoba, 1957, 28 pages.

Manitoba Development Fund, Manitoba Development Fund, 508 Norquay Building, Winnipeg 1, Manitoba.

NEW BRUNSWICK

Opportunity Inside New Brunswick, Department of Industry and Development, Fredericton, New Brunswick, 32 pages.

Moncton, New Brunswick 1959 Industrial Survey, City Clerk, City of Moncton, New Brunswick, 32 pages.

Department of Industry and Development Annual Report, 1958, Department of Industry and Development, Fredericton, New Brunswick, 26 pages.

Facts and Figures from an Industrial Survey of Fredericton, New Brunswick, Canadian Pacific Railway Company, Department of Industrial Development, Winder Station, Montreal, Quebec.

Index of Industries, Province of New Brunswick, Department of Industry and Development, Fredericton, New Brunswick, 43 pages.

NOVA SCOTIA

The following publications are available from the Department of Trade and Industry, Provincial Building, Halifax, Nova Scotia.

Nova Scotia Directory of Manufactures, 1960, 97 pages.

Nova Scotia — An Economic Profile, 87 pages.

A Report on Food Processing Opportunities, 1957, 54 pages.

Industrial Opportunities in Nova Scotia — Apparel Manufacturing, 1956, 19 pages.

The Future of Steel Making in Canada, 1960, 93 pages.

Community Brochures: Yarmouth, 1958

Bridgewater, 1958

BRITISH COLUMBIA

Canada's Land of Opportunity

- License Manufacture arrangements
- Branch Plant Location
- Investment in Service Industries

For complete information and a free copy of "Regional Investment Opportunities in British Columbia" write:

DEPARTMENT OF INDUSTRIAL DEVELOPMENT, TRADE AND COMMERCE

Parliament Buildings

Victoria, B. C.

OR

BRITISH COLUMBIA HOUSE

599 Market Street San Francisco

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If your market is **ANYWHERE** on the Prairies . . . and your plans are long range . . . you'll settle for Saskatoon as the centre for your Prairie operations.

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* You don't have to visit Northwestern Ontario to assess its potential for your company. We can bring it to you.

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Newmarket, Ontario**

For a complete submission
respecting your interests.

CANADA

Middletown

Truro

Kentville and Kings County, 20 pages

Municipality of Lunenburg, 15 pages
Bridgetown, 1960, 16 pages.

The publications listed below may be obtained from the Canadian National Railways, 407 McGill Street, Montreal, Quebec.

An Industrial Survey of Sydney, Nova Scotia, 1959, 67 pages.

An Industrial Survey of North Sydney, Mines and Florence, Cape Breton County, 1959, 61 pages.

An Industrial Survey of the Halifax-Dartmouth Area, 1959, 98 pages.

An Industrial Survey of the Towns of Mulgrave and Port Hawkesbury and Adjacent Counties, 1959, 54 pages.

An Industrial Survey of Amherst with notes on Cumberland County, 1958, 46 pages.

An Industrial Survey of Springhill, 1958, 38 pages.

An Industrial Survey of the East River Valley, Pictou County, 1958, 59 pages.

An Industrial Survey of Truro and Colchester County, 1958, 39 pages.

The City and Port of Halifax, Halifax Industrial Development Commission, 10 Tobin Street, Halifax, Nova Scotia.

The following publications are available from the Bank of Nova Scotia, 44 King Street West, Toronto, Ontario.

Canadian Business Guide, 1960

Resource and Industrial Development in Canada, 1961, 44 pages

Tax Advantages of a Canadian-Based Operation, 1961, 6 pages.

ONTARIO

Copies of the publications listed below are available through the Industrial Development Branch, Department of Commerce and Development, 454 University Avenue, Toronto 2, Ontario.

1960 Annual Review of Ontario's Industrial Development, 48 pages

Fabrication Gaps in Canadian Industry, 16 pages

United Kingdom Imports, 28 pages

United States Imports, 28 pages

Organizing Industrial Development in Your Community, 20 pages.

Ontario Industrial Development, Department Planning & Development, Trade & Industry Branch, 454 University Avenue, Toronto 2, Ontario, 1960, 76 pages.

Greater Niagara, Ontario, Greater Niagara Chamber of Commerce, 1005 Victoria Avenue, Niagara Falls, Ontario, 14 pages.

Town of Timmins Economic Survey 1960. Town of Timmins, Department of Industries, 220 Algonquin Boulevard East, Timmins, Ontario, 86 pages.

Woodstock, Ontario, Industrial Commissioner, Woodstock, Ontario, 12 pages.

An Invitation to Industry, St. Catharines & District Chamber of Commerce, Industrial Commission, 43 Church Street, St. Catharines, Ontario, 12 pages.

Inviting Industry's Investigation, Richmond Hill Industrial Commission, 58 Yonge Street, North, Richmond Hill, Ontario, 16 pages.

"Matters of Fact" about Industrially Zoned Areas in Richmond Hill, Industrial Commissioner, Richmond Hill, Ontario, 8 pages.

Classified List of Industries, Lincoln and Welland Counties, Ontario, 1961-62. Greater Niagara Chamber of Commerce, 1005 Victoria Avenue, Niagara Falls, Ontario, 25 pages, \$1.

Newmarket, Ontario, Industrial Commissioner 171 Main Street, Newmarket, Ontario, 40 pages.

Sarnia Reports 1960, City Manager, City Hall, Sarnia, Ontario, 19 pages.

PRINCE EDWARD ISLAND

The publications listed below may be obtained from the Department of Industry and Natural Resources, Charlottetown, Prince Edward Island.

A Brief Proposing Resources Development for Prince Edward Island by Hartwell Daley, 1960, 20 pages.

Development Agenda for Souris, P.E.I. Pilot Development Project, by Hartwell Daley, 1961, 7 pages.

Gateway to Progress by Hartwell Daley, 1961, 60 pages.

Provincial and Federal Resources for Development, by Hartwell Daley, 1961.

Come to Prince Edward Island, Tourist and Information Bureau, Charlottetown, P.E.I., 34 pages.

QUEBEC

Greater Quebec's Economic Prospects, Quebec Board of Trade, Quebec, 1956, 113 pages.

Quebec 1961, Quebec Board of Trade, Quebec, 1961, 160 pages.

La Navigation d'Hiver sur Le Saint-Laurent de l'Atlantique Au Port De Quebec, Industrial and Trade Bureau of Greater Quebec, Inc., 1958, 126 pages.

Etude du Port de Quebec by Pierre Camu. The Queen's Printer, Ottawa, Ontario, 1959, 79 pages, 75 cents.

Market Survey of Metropolitan Quebec, Le Soleil Limitee, Quebec.

Quebec City Marketing Data, Le Soleil & L'Evenement-Journal, 590 rue de la Couronna, Quebec, Quebec.

SASKATCHEWAN

The publications listed below may be obtained from the Department of Industry and Information, 1819 Cornwall Street, Regina, Saskatchewan.

Directory of Saskatchewan Manufacturer, bi-annual, 132 pages.

A Directory of Wholesale Distribution in Saskatchewan, 58 pages.

Index of Saskatchewan Trade Listings, Cities, annual, 18 pages.

Index of Saskatchewan Trade Listings, Towns, annual 68 pages.

Business Directory, 1960.

Saskatchewan — The Province of Growth, 32 pages.

Saskatchewan — Prospects for Growth, 1959, 72 pages.

Saskatchewan's Metallic and Industrial Minerals, 1961, 96 pages.

Saskatchewan — A Market Survey, 1960, 20 pages.

Harnessing the South Saskatchewan, 1961, 24 pages.

They are Changing the Face of Saskatchewan, 1960, 20 pages.

Progress — Saskatchewan, 1960, 76 pages.

Some Facts of Growth of Manufacture in Saskatchewan During 1960, annual, 12 pages.

Industrial Opportunities for Saskatchewan, 100 pages.

Boundary Dam Power Station, Estevan, Saskatchewan, Saskatchewan Power Corporation, Regina, 46 pages.

The Queen Opens Her Saskatchewan Power Station, Saskatchewan Power Corporation, Regina, 60 pages.

Forest Resources in Saskatchewan, Department of Natural Resources, Regina, pages.

Fisheries Resources of Saskatchewan, Department of Natural Resources, Regina, 24 pages.

Looking Into Regina, Industrial Development Department, City of Regina, 1961, 12 pages.

Economic Development of Regina, Industrial Development Department, City of Regina, 1961, 13 pages.

A Study of Resources and Industrial Opportunities for the Province of Saskatchewan, Stanford Research Institute, Menlo Park, California, 1959, 370 pages.



MANUFACTURERS RECORD

THE INTERNATIONAL SUMMARY OF PLANT LOCATION NEWS

ESTABLISHED 1882 VOLUME 130 NUMBER 9

By Frank H. Tarpley

AUSTRALIA. Aluminum Co., of America plans a new Australian venture. Alcoa of Australia Proprietary Ltd. will establish and operate a \$100-million aluminum complex. The operation will consist of every stage of the refining process from the mining of the bauxite to the finished mill products, such as alloy sheet, foil, extruded shapes and tubular. The bauxite mining facility and alumina plant will be located near Perth on Australia's West Coast. It will have its own power plant to furnish power for the primary aluminum and fabrication plants to be located at Geelong.

The new concern will be owned 51 per cent by Alcoa and 49 per cent by a group of leading Australian mining companies.

KOHLER, WIS. Kohler's confidence in Wisconsin's industrial future is reflected in the construction of the Kohler Engineers, Inc. plant which is expected to be completed by this fall; the 10,000 sq. ft. structure will cost \$100,000.

Kohler Engineers holds patents and exclusive manufacturing and marketing rights on a new synchro-torque differential for vehicles. The differential drives both rear wheels at all times under any condition, yet provides completely free and silent differential action.

HULL, ENGLAND. California Chemical Co., a subsidiary of the Standard Oil Company of California, plans the construction of a new chemical plant in Hull, England. The plant will produce 35 million pounds-per-year of phthalic anhydride — an important ingredient in the manufacture of plastics and synthetic paints.

California Chemical has a one-third interest in the venture and the plant will be constructed by Grange Chemicals Limited.

PHILADELPHIA, PA. Gulf Oil Corp. is building a multi-million dollar petrochemical facility in association with its Philadelphia refinery that may touch off a new industrial boom in the Delaware Valley.

A 35 million pound-per-year oxo-alcohol plant was dedicated only two months ago and ground has been broken for a multi-million dollar benzene-cumene complex which will make the facility second only to Gulf's Port Arthur, Texas plant.

Large exports from the Philadelphia plant should bring in revenue that will "help slow down or reverse the flow of gold reserves from the U. S. to foreign countries," as stated by Dr. Jerry McAfee, Gulf Vice Pres. and executive technical adviser.

TAMPA, FLORIDA. McGraw Edison's first Florida plant, at Tampa, will cost \$2 million and will employ 175 to 200 persons.

F. H. Plank, president-elect of the McGraw Edison Co.'s Pennsylvania Transformer Division, said the plant will be a complete manufacturing

facility with an initial estimated payroll of \$1 million; long range plans call for doubling its size. Transformers of the size used on utility poles will be produced at first, but larger transformers will be built later.

The following is a summary of major industrial plant locations in the United States, Canada and overseas as reported to **INDUSTRIAL DEVELOPMENT** during the month of June, 1961, by industries and industrial development organizations.

Each new plant meets one of the following minimum requirements: 10,000 square feet of floor space, \$100,000 building cost, 25 or more employees (warehousing facilities must meet one of the latter two requirements). Number of employees is indicated by the code: A (under 25); B (25-99); C (100-249); D (250-999); E (1,000 plus).

ALABAMA

Bayou La Batre — Gulf Max Seafoods Co.; fresh and frozen sea foods. \$250,000. (C)

Birmingham — Metalkote Corp., D. D. Lawler, Pres., 39th St. & Fourth Ave., N.; galvanizing plating of metals. In oper. \$250,000.

Decatur — Smash-Proof Co., Reed Hubert, Pres.; wooden items. 12,000 sq. ft. (B)

Double Springs — Gulf Coast Garment Co.; garments. \$100,000. (B)

Gordo — Gordo Togs; apparel. \$18,000. (B)

Haleyville — Railiner Inc., Russell W. Keiser, Pres.; piggyback equip. for RR industry. Oper. date: early 1962. \$1 million. (D)

NEW PLANTS

Huntsville — Parker-Hannifin Corp., S. B. Taylor, Pres.; mfg. and servicing fluid system parts for missile industry. 6,000 sq. ft. (existing bldg.). (B)

Leeds — Southern Wire & Steel Prod. Co.; steel doors and steel door frames. 60,000 sq. ft. (existing bldg.). (C)

Montgomery — Riverside Mfg. Co.; stainless steel & alum. shelving. 35,000 sq. ft. \$100,000. (B)

Montgomery — Willford Lumber Co.; lumber. \$25,000. (B)

Muscle Shoals — Tennessee Valley Authority; fertilizer pilot plant. \$100,000.

Scottsboro — Carter Industries; wood and metal cabinets. (B)

Scottsboro — Cotton Producers Assoc.; hatchery. 10,000 sq. ft. \$75,000. (A)

Tarrant — Bradshaw Steel & Forge Co., Ken Bradshaw, Pres.; metal specialties. 25,000 sq. ft. \$850,000. (B)

Troy — Allied Mills Inc., F. H. Blough, Vice Pres.; feeds, blending and distr. Plans announced. \$500,000, 6-acre site. (A)

Union Springs — Armour & Co., R. W. Czirr, Mgr.; poultry processing. In oper. (C)

ALASKA

No Plants Reported.

ARIZONA

Nogales — G. Laulance Corp., Arthur Best, Plt. Mgr.; musical instruments. 5,000 sq. ft. (B)

ARKANSAS

Camden — Joslyn Mfg. & Supply Co., Wm. C. Greer, Mgr.; processing & drying of poles for creosoting. Plans announced. \$100,000. (A)

Ft. Smith — United Machine & Engineering Inc. (Div. United Welders Corp.), Clyde Kaunitz, Pres.; machines for plastic unit mfg. in appliance ind'y. Under construction. 14,000 sq. ft. (C)

CALIFORNIA

Milpitas — Sakrete of Northern California, Inc., Philip V. Schneider, Plt. Mgr.; 91 Trimble Rd. Concrete mortar mix, plaster mix and ready to use blocktop mix. 10,000 sq. ft. \$200,000. (A)

Mountain View — Smith Blair, Inc., Telford Smith, Pres.; pipe fittings. \$400,000, 48,000 sq. ft.

Newhall-Saugus — Crown Coach Co., (Golden Triangle Ind. Prk.); school buses & fire engines. Plans announced. 200,000 sq. ft. 23-acre site.

Palo Alto — KRS Electronics, Inc., K. Ray Smith II, Pres., 81 Encina Ave.; magnetic tape equipment. \$500,000, 1,500 sq. ft.

San Jose — PMD Extrusion Die Co., A. R. Kadrovach, Plt. Mgr., 1309 Bayshore Ave.; dies for permanent molding and die casting machines. \$100,000. (B)

San Jose — United States Products Corp. Ltd., 421 Lincoln Ave. 40,000 sq. ft. (lease) \$120,000.

COLORADO

Denver — Denver P-B Components, Inc., Donald B. Richardson, Pres.; complete prebuilt component house parts. In operation. \$2,000,000. (B)

Denver — Robinson Brick & Tile Co., W. W. Robinson, Pres.; brick. Plans announced. 100,000 sq. ft. \$1,750,000.

Loveland — Hewlett-Packard, Stan Selby, Mgr.; electronic testing equipment. Oper. date: early 1962. 140,000 sq. ft. \$1,500,000. (D)

CONNECTICUT

Old Saybrook — Cramer Controls Corp., Peter F. Brophy, Pres.; timing devices, synchronous electric timing motors. Plans in progress. \$1,125,000.

Torrington — Torrington Co.; wire mill. Plans in progress. 40,000 sq. ft. \$1 million.

DELAWARE

No Plants Reported.

DISTRICT OF COLUMBIA

No Plants Reported.

FLORIDA

Archer — Fireproof Products Inc., Arthur Allen, Gen. Mgr. of SE Div.; fireproof roof decking. 40,000 sq. ft. \$250,000. (B)

Clearwater — Decks, Inc., Frank E. Carroll, Pres.; component parts for roof decks. In oper. 5,000 sq. ft. (B)

Fort Lauderdale — Mace Corp. (Military & Computer Electronics), J. F. Griffin, Pres.; design, develop and produce magnetic components, magnetic systems, printed circuitry & microminiature modules. (C)

Hallandale — Vanitors Unlimited, Leonard Giuliani, Pres. (B)

Jacksonville — Southern Shipbreaking Co., Abe Fletcher, Pres.; dismantling and salvaging ships. (B)

Miami — Dante Originals, Leo Selkowitz, Pres.; dresses. (B)

Ormond Beach — Hudson Tool & Die Co.; electronic enclosures. Oper. date: Spring 1963. 125,000 sq. ft. \$1 million. (D)

Pompano Beach — Bachan Mfg. Co., Inc., John G. Bachan, Pres. & Gen. Mgr.; missile components. (B)

THE TOP TEN

The following ten states ranked highest in new plant announcements as reported to INDUSTRIAL DEVELOPMENT during the six-month period March to August. The figure to the right represents each state's actual six-month total.

1. NEW YORK	198
2. OHIO	103
3. MASSACHUSETTS	91
4. TEXAS	82
5. ILLINOIS	74
6. FLORIDA	73
7. CALIFORNIA	67
8. PENNSYLVANIA	59
9. NORTH CAROLINA	45
9. PUERTO RICO	45

Port Canaveral — Systems Services, Inc., Charles R. Helmbuch, Pres.; electronic & electrical engineering. (B)

St. Petersburg — Tri-Point of Florida, Inc., Walter C. Klingel, Sr.-Vice Pres.; machining "Teflon" (a Du Pont Plastic). 6,390 sq. ft. \$175,000. (C)

Stuart — Bede Aircraft Development Inc., James A. Bede, Pres.; BD 2 aircraft. Oper. date: 1962. 5,000,000 sq. ft. 200 acres. (E)

Tampa — McGraw Edison Co. (Pennsylvania Transformer Div.), F. H. Plank, Pres.-elect; transformers. Construction date: Aug. 1961. 12 acres. \$2 million. (C)

Winter Park — Radiation, Inc. (Div. Palm Bay plant), Homer R. Denius, Pres.; research laboratory. 25,000 sq. ft. (B)

GEORGIA

Atlanta — Atlanta Kitchen Fabricators Inc.; custom kitchen equipment. 20,000 sq. ft. (existing bldg.). (B)

Atlanta — Essex Wire Corp. Now in operation. 24,000 sq. ft.

Atlanta — Southern Bakeries Co.; bakery. Now in operation. \$1 million.

Braselton — Braselton Garment Mfg. Co.; infants' clothing. In operation. 10,000 sq. ft. (C)

Griffin — Imperial Homes Sales Inc.; prefab homes. Under construction. 22,000 sq. ft. \$200,000.

Helen — Helen Sportswear Inc.; sports apparel. In operation. (B)

Lula — Family Outfit Mfg. Inc., Frank Stow, Offl.; apparel. 10,000 sq. ft. (B)

Milledgeville — Madison Throwing Co.; dyeing. In operation. (B)

Peachtree City — Norman W. Paschall Co.; cotton waste processing. Under construction. \$360,000. (B)

Tifton — Long Mfg. Co.; farm implements assembling. 22,000 sq. ft. (B)

HAWAII

No Plants Reported.

IDAHO

No Plants Reported.

ILLINOIS

Bedford Park — C. & S. Industries Inc., 530-10 W. 66th St. (Clearing Ind. Dist.); automotive replacement parts: mfg., distr. Plans announced. 60,000 sq. ft. (renov. exist. bldg.).

Blue Island — Enterprise Wire Co., 2900 W. Vermont St.; specialty wire. Plans announced. 200,000 sq. ft. (renov. exist. bldg.).

Calumet City — Spencer Chemical Co., John C. Denton, Pres.; polyethylene latex. Operation date: late 1961. 14,000 sq. ft. \$1 million.

Cary — Coilcraft Inc., Silver Lake Rd. & Three Oaks Rd.; radio & TV coils. Under construction. 13,000 sq. ft.

Chicago — Auto Radiator Manufacturing Co., 5445 N. Elston Ave.; automotive parts and accessories for cars, busses and trucks. 175,000 sq. ft.

Chicago — Breaker Confection Co., Inc., 2416 Estes Ave. (Centex Industrial Park); candies and cake toppings. 24,000 sq. ft.

Chicago — Chicago Threaded Fasteners Inc., 333 S. Kilpatrick Ave.; screws, nuts, bolts; mfg. & distr. 30,000 sq. ft. (renov. & relocation).

Chicago — Greenfield Co., 2100 Estes Ave. (Centex Industrial Park); auto accessories. Operation date: July 1961. 21,000 sq. ft.

Chicago — H & H Tire Co., 2409 Blue Island Ave.; tire recapping. 60,000 sq. ft. (existing bldg.).

Chicago — Magnecraft Electric Co., 5575 N. Lynch St.; electrical relays. Under construction. 15,000 sq. ft.

Chicago — Pioneer Publishing Co. (Naperville Industrial District); publishers. 12,000 sq. ft.

Chicago — J. D. Rice Boiler & Tank Works, 4239 S. State St.; mfg. & repair of boilers. 44,000 sq. ft. (renov. existing bldg.).

Des Plaines — Chicago Faucet Co., 2100 S. Nuclear Dr.; plumbing, brass goods, and faucets. 73,000 sq. ft.

Downers Grove — Liberty Copper & Wire Co., 4045 W. Kinzie St. (Ellsworth Park Mfg. Dist.); magnetic copper wire. Under construction. 80,000 sq. ft.

Elk Grove Village — Portage Tool Co., 2045 Pratt Blvd. (Centex Ind. Prk.); tools, dies, jigs. Operation date: Oct. 1961. 12,000 sq. ft.

Havana — Wheeling Corrugated Co.; culvert fabricating & bituminous dipping. Operation date: Sept. 1961. 21,000 sq. ft. \$500,000. (B)

Lemont — Pure Oil Company; aromatics extraction unit. 40,000 sq. ft.

Lincolnwood — Rand McNally & Co., 4600 Touhy Ave.; cartographic dept. In operation. 20,000 sq. ft. (existing bldg.).

Oakbrook — Rapistan of Chicago Inc., 2425 Cermak Rd.; materials handling equipment. In operation. 10,000 sq. ft.

Skokie — Chicago Specialty Mfg. Co. (Edens Ind. Park); plumbing equipment. Under construction. 50,000 sq. ft.

NEW PLANTS

Valparaiso — Anderson Corp.; windshield wiper equipment, and power transmission units. 150,000 sq. ft. (relocation).
Zion — Glazier Corp., Sheridan and Wadsworth Rds.; women's lounging wear. 110,000 sq. ft. 5 acres. (D)

INDIANA

Fort Wayne — W. S. Shamban & Co., Robert P. Johnson, Vice Pres. & Mgr.; industrial plastics. Operation date: Sept. 1961. 20,000 sq. ft. (16,000 sq. ft. mfg.) 5-acre site.

IOWA

Dubuque — Dubuque Stamping & Manufacturing Co., 32nd & Jackson Sts.; metal washers, rocker arms assemblies, metal stampings.
Muscatine — Monsanto Chemical, T. K. Smith, Vice Pres.; anhydrous terminal. 500 acres.

KANSAS

Topeka — Topeka Rubber Supply, Inc., Dean E. Pittenger, Pres., 408 W. First; fabricated rubber products. In operation. 12,000 sq. ft.

KENTUCKY

Corbin — Corbin Electrical Products; auto electric parts. In operation. 50,000 sq. ft. \$573,500. (C)

Corbin — Val-San Chemical Co.; industrial maintenance & household chemicals. In operation. (B)

Cynthiana — Ladish Co.; valves (non-corrosive). Plans announced. \$400,000. (C)
Erlanger — Union Light Heat & Power Co.; liquid propane. \$2 million.

Liberty — Liberty Mfg. Corp.; shirts. In operation. (C)

Middlesboro — Tel-Tronic Time & Signal, Inc.; outdoor clocks and timing devices. \$50,000. (B)

LOUISIANA

Galliano — Vinet Fisheries, Inc.; canning shrimp and oysters. In operation. 2400 sq. ft. \$25,650. (B)

Shreveport — Louisiana Paper Co. Ltd., John M. Meyer, Pres., N. Common St.; paper; office & distributors. Operation date: Nov. 1961. 73,000 sq. ft. \$300,000 (bldg. & equip.).

MAINE

Brunswick — Maine Shoe Corp.; shoes. Under construction. \$1 million. (D)

Millinocket — Great Northern Paper Co.; newsprint. Operation date: 1962. 53,000 sq. ft. \$1,500,000.

North Waterboro — R & L Mfg. Co.; trophy mfg. 20,000 sq. ft. \$170,000. (B)

South Portland — Ward Industries Corp.; parts for Thor Minuteman & Atlas missiles, nuclear subs; commercial vend. machs. In operation. 200,000 sq. ft. (D)

Woodland — St. Croix Paper Co.; pulp-paper. Operation date: 1962. \$2 million.

MARYLAND

Baltimore — U. S. Gypsum Co., Fred C. Hartmann, Mgr.; gypsum products. Operation date: Fall 1962. 200,000 sq. ft. \$3 million.

Baltimore County — Pacific Molasses Co., Richard W. Wallace, Vice Pres.; molasses and edible oils. Operation date: Jan. 1962. \$250,000.

Frederick — High's Dairy Products Corp.; dairy products. Operation date: Sept. 1961. (C)

Frederick — Wickes Corp.; lumber and building supplies distribution center. Operation date: Sept. 1961. 41,000 sq. ft. \$200,000. (B)

Mt. Airy — Bishop Engineering Co., Inc.; radar shelters, portable laundries. In operation. (B)

Towson — SKF Industries, Inc., Karl Kesselring, Vice Pres.; research and development of special manufacturing machinery for ball and roller bearings. Operation date: Aug. 1961. 30,000 sq. ft. \$1 million. (C)

MASSACHUSETTS

Bedford — Diffraction Ltd.; electronics. Operation date: Sept. 1961. 15,000 sq. ft. (B)

Boston — Allied Plywood Corp.; lumber warehouse. Operation date: Sept. 1961. 63,000 sq. ft. \$250,000. (B)

Fall River — Robert Wuersch Imports; household accessories. Operation date: Aug. 1961. 26,000 sq. ft. (existing bldg.). (B)

Natick — Microwave Develop. Lab.; electronics. In operation. 15,000 sq. ft. (B)

Needham — Advanced Miniaturized Electronics; electronic research & development. In operation. 25,000 sq. ft. (B)

Newburyport — Port Shoe Co.; shoe manufacturers. In operation. 40,000 sq. ft. (existing bldg.). (C)

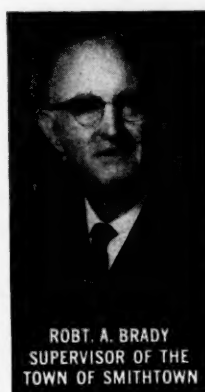
Oxford — General Spring Corp.; spring manufacturer. Operation date: Aug. 1961. 100,000 sq. ft. (existing bldg.). (B)

Palmer — Aquatic Plastic Co.; plastic manufacturer. In operation. 30,000 sq. ft. (B)

Waltham — Avco Corp.; missile research & development. In operation. 56,000 sq. ft. (existing bldg.). (B)

Wilmington — Webster Cement Co.; cement products. In operation. 27,000 sq. ft. \$175,000 (B)

Worcester — United Component, Inc.; electronics. Operation date: Aug. 1961. 30,000 sq. ft. (B)



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USE THIS CHECK LIST FOR YOUR PLANT SITE EVALUATION

LABOR FORCE: More than 50,000 people reside in the greater Smithtown area. A potential employment pool of more than 2500 Smithtown residents is available for in-area plants.

TRANSPORTATION: The Long Island Railroad serves the area as well as trucking fleets primarily using Route 25 (Jericho) and the Long Island Expressway. No difficulties for research and development companies, makers of machine parts, electronic equipment, appliances, etc.

UTILITIES: 5 water supply systems serve the Town. Gas and electricity are supplied by the Long Island Lighting Company. Service line information available.

INDUSTRIAL SITES: Seven available—from 70 acres to 1330; maps available.

RECREATION: Your entire family will appreciate Smithtown's superb recreation facilities, boating, shopping centers, schools, churches, civic and cultural activities.

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RICHARD J. DE TUNE
DIRECTOR OF PLANNING
TOWN HALL, SMITHTOWN
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NEW PLANTS

MICHIGAN

Wyandotte — Wyandotte Chemicals, Robert Sample, Pres.; oxide. Plans announced. 23-acre. \$3.5 million.

MINNESOTA

Lake City — Di-Acro Corp., A. T. O'Neil, Pres.; precision metal working equipment. Operation date: Sept. 15, 1961. \$156,000. (B)

Pine Bend — Northwest Cooperative Mills, Inc., W. E. Jones, Gen. Mgr.; water soluble, ammonium, phosphate fertilizer. Operation date: April 1962. \$4 million. (C)

St. Paul — Twin Town Box Corp., Thomas J. Towle, Jr., Pres., 889½ Vandalia St.; corrugated boxes, corrugated shipping containers, die cut specialties. In operation. 50,000 sq. ft. \$350,000.

MISSISSIPPI

Baldwyn — Metal-Masters Industry; missile parts. In operation. (B)

Cedar Hill — Relan-O-Lounger, Inc.; uphl. furn. In operation. (B)

Corinth — Southbridge Plastics Products Inc.; plastic products. Plans announced. 300,000 sq. ft. (D)

Jackson — Midland Container Corp.; corrugated shipping containers. In operation. 20,000 sq. ft. (B)

Olive Branch — Magnolia Kitchens; custom made cabinets. In operation. (B)

Rankin County — Magnolia Bleachery Manufacturing Co. (Div. Central School Supply Co.); stadium bleachers. (B)

Terry — Mississippi Industries, Inc. (Fireproof Products of Mississippi Inc. Div.); roof decking. Plans announced. \$290,000. (B)

Verona — Southeastern Liquid Plant Food Co.; liquid fertilizer mfg. Plans announced. \$500,000. 15-acre site. (A)

Vicksburg — Norris Grain Co., John T. O'Conner, Vice Pres.; grain terminal. Plans announced. \$1 million.

MISSOURI

No Plants Reported.

MONTANA

Libby — St. Regis Paper Co. (J. Neils Lumber Co. Div.); plywood. Operation date: Spring 1962. 220,000 sq. ft. \$3 million. (C)

NEBRASKA

Holdrege — Artistic Weaving Co.; woven labels. Operation date: March 1, 1962. 25,000 sq. ft. \$250,000. (B)

Lincoln — Nebraska Boiler Co.; commercial boilers. Operation date: Jan. 1962. 80,000 sq. ft., 10-acres. \$1 million. (C)

Lincoln — Northwestern Metal Co.; ingots. Operation date: Nov. 1961. 100,000 sq. ft., 23-acres. \$500,000. (B)

NEVADA

No Plants Reported.

NEW HAMPSHIRE

Nashua — Space Electronics Inc., Benjamin E. Lamere, Pres.; precision tools, dies & electronic instruments. In operation. 14,000 sq. ft.

Plymouth — Sprague Electric Co. Under construction. 15,000 sq. ft.

NEW JERSEY

No Plants Reported.

NEW MEXICO

No Plants Reported.

NEW YORK

Arcade — Borden Co.; condensed and evaporated milk. Under construction. 10,000 sq. ft.

Bay Shore — Rotatong Components, Inc.; sub-fractional & servo motors. Operation date: Sept. 1961. 39,960 sq. ft.

Beacon — M-C-M Coat Mfg. Co.; coats. Compl. (existing bldg.). 13,000 sq. ft. (B)

Bronx — Domenick De Nigris, Inc., 2270 Bruckner Blvd.; monuments. Operation date: 1962. 7,500 sq. ft. \$200,000 building & equipment.

Bronx — Jacqueline Sportswear Mfg. Fashion Co., 3867 3rd Ave.; ladies' sportswear. Compl. (existing bldg.). 6,000 sq. ft. (B)

Bronx — Lindy Hydrothermal Products, Inc., 233 St. & Provost Ave.; water heaters and tanks. Operation date: by end of 1961. 25,000 sq. ft.

Bronx — W. J. Caley Co., Inc., 585 Gerard Ave.; pins and hair curlers. In operation. 50,000 sq. ft. (existing bldg.).

Brooklyn — Bank Knitting Mills, 116 Nassau St.; ladies' knit goods. Compl. (existing bldg.). 8,000 sq. ft. (B)

Brooklyn — Elite Mfg. Co., 47 Tiffany Pl.; ladies' robes. In operation (existing bldg.). 10,000 sq. ft. (B)

Brooklyn — K&L Dress Co., 4706 Ave. N; ladies dresses and sportswear. In operation (existing bldg.). 4,000 sq. ft. (B)

Brooklyn — Modern Steelcraft, Inc., Essex St.; steel filing equipment. Under construction. 40,000 sq. ft.

Buffalo — Armor-Bros Corp.; custom design packaging. Completed (existing bldg.). 11,000 sq. ft.

Cheektowaga — Delevan Electronics Corp., Kenneth L. Richard, Pres. (Div. of American Precision Industries Inc.); electronic computers, missiles, radar, television and radio. Plans announced. \$400,000. (D)

Copiapue — Lel, Inc.; microwave amplifiers. Under construction. 10,000 sq. ft.

East Meadow — Nassau Polishing Co., Inc.; stainless steel sheet polishing. Compl. (existing bldg.). 10,000 sq. ft.

Far Rockaway — Andsley Novelty Co., Inc., 49-15 Rockaway Beach Blvd.; children's wear. Operation date: Summer 1961 (existing bldg.). 30,000 sq. ft.

Garden City Park — James Seeman Studios; silk screening wallpapers. Operation date: Sept. 1961 (existing bldg.). 42,000 sq. ft.

Glendale — Speedy Chemical Products Inc., 84-20 72 Dr.; brushes, pens, inks. Operation date: by end of 1961. 50,000 sq. ft.

Hammondsport — Taylor Wine Co.; wines. Operation date by fall of 1962. \$500,000.

Harrison — Ford Motor Co.; office operation date: Aug. 1961. 23,000 sq. ft.

Hicksville — Nassau Press, Inc.; color lithography. Compl. 11,500 sq. ft.

Huntington Station — Computer Devices Corp.; delay lines. Compl. (existing bldg.). 11,000 sq. ft.

Islip — Botany Industries (Div. Joseph H. Meyer Bros.); simulated pearls and jewelry. Operation date: Spring of 1962. 70,000 sq. ft. \$1 million.

Johnstown — Perna Glaze Chemical Corp.; special cleaning preparations. Plans announced. \$110,000.

Lindenhurst — Long Island Plastics; plastics. Compl. (existing bldg.). 10,000 sq. ft.

Medina — Ontario Grain Drill Co., George Rich, Pres.; drills, plumbing and foundry items. Compl. 100,000 sq. ft. (B)

Mineola — Designatronics Inc. (Div. Automatic Coil Co.); electronic assemblies, coils transformers. Compl. (existing bldg.). 20,000 sq. ft.

New Hyde Park — Cellu-Craft Products Corp. (Laminex Div.); converters, design of flexible packaging materials. Compl. 25,000 sq. ft.

New York — Albert Mfg. Co., 2231 3rd Ave.; women's dresses. Compl. (existing bldg.). 1,800 sq. ft. (B)

New York — Craftex Creations, 418 Broome St.; children's lingerie. In operation. 14,000 sq. ft. (existing bldg.).

New York — St. Regis Paper Co., 633 3rd Ave.; Office Bldg. Operation date: Oct. 1961. 60,000 sq. ft. (existing bldg.).

New York — Tele-Norm Corp., 55 W. 42 St.; intercom equipment. In operation. 30,000 sq. ft. (existing bldg.).

New York — Westbury Fashions, Inc., 1400 Broadway; sportswear, knit dresses. Operation date: by Dec. 1961. 12,000 sq. ft. (existing bldg.).

Plainview — Erzon Development Industries, Inc.; electronics. Compl. 20,000 sq. ft. (existing bldg.).

Plainview — MRM Co., Inc.; liquid filling machinery. Operation date: fall 1961. 20,000 sq. ft. (existing bldg.). (B)

Plainview — Shepard Industries, Inc.; electro mechanical systems. In operation. 25,000 sq. ft. (B)

Plainview — Tempo Instrument Co., Inc.; electronic devices. Operation date: Aug. 1961. 25,000 sq. ft.

Plainview — William A. Force & Co. (Div. of Ajax Business Machines); time stamps, dating equipment. Compl. 14,000 sq. ft. (existing bldg.).

Tonawanda — Union Carbide Co. (Div. Linde Co.); oxygen, hydrogen, and argon gases. Operation date: Mid 1962. 71,000 sq. ft. \$2,500,000. (C)

Warrensburg — Hill Corp.; ladies' dresses. Compl. (existing bldg.). 21,000 sq. ft. (B)

Warwick — Singer Sewing Machine Co., warehouse and office. Plans announced. 56,000 sq. ft. \$396,000.

Westbury — Automatic Concessions Corp. (Div. Kiddie-line Corp.); coin operated amusement devices. Compl. (existing bldg.). 34,000 sq. ft. \$50,000. (A)

Wheatfield — Graphite Specialties Corp., Myron T. Cory, Pres.; graphite materials & components for chem. ind'y., missile & nuclear applications. In operation. 28-acres. \$400,000.

NORTH CAROLINA

Burlington — Webco Mills, Inc., R. A. Maynard, Pres.; tricot knitting. 60,000 sq. ft. Under construction. (C)

NORTH DAKOTA

Lignite — Oilchem Corp., H. H. Jones, Pres.; natural gasoline. Operation date: Sept. 1961. \$4 million. (B)

McGregor — Hunt Oil Co., H. L. Hunt, Pres.; natural gasoline. Operation date: October 1961. \$2,100,000. (B)

OHIO

Amberly — Procter & Gamble Co., Sunnysbrook Dr. 60,000 sq. ft.

Akron — Interstate Vending Co., Boettler Rd. Massillon Rd. 30,000 sq. ft. \$300,000.

Akron — Consolidated Pipe Co. of America, 1066 Home St.; plastic pipe and pipe fittings. Operation date: Sept. 1961. 45,000 sq. ft. \$750,000.

Ashtabula — J & N Inc., Wm. F. Schlotton, Pres., 415 W. 57th St.; rebuilding automotive starters, generators and armatures. Operation date: October 1961. 10,000 sq. ft. \$12,000. (A)

Brook Park — Georgia-Pacific Corp., 19100 Holland Rd.; plywood, lumber, paper & other wood products. 32,000 sq. ft. \$250,000.

Cleveland — Jones & Laughlin Steel Corp.; building a new lab. \$175,000.

Edgerton — Syncro Corp., Elmore C. Ayer, Vice Pres.; transformers & magneto coils. 10,000 sq. ft. \$60,000. (C)

Euclid — Addressograph-Multigraph Corp., J. Basil Ward, Pres., 1200 Babbitt Rd.; 280,000 sq. ft. \$5 million.

Hamilton — Mosler Safe Co., W. A. Marquard, Sr., Vice Pres., Grand Boulevard; bank equipment fireproof & burglarproof safes and home filing equipment. 3.5-acres, 74,000 sq. ft. \$275,000.

Jefferson — National Acme Co.; electrical coils & accessories. Operation date: Summer 1961. 5,000 sq. ft. (B)

NEW PLANTS

Kenton — Green Belt Chemical Co.; agricultural chemicals. \$180,000.

Lancaster — Arcair Co., Box 431; carbon arc cutting torch mfgs. In operation. 12,650 sq. ft. \$126,000.

Mansfield — Ring Tool & Die Co.; die and tool mfgs. \$100,000. (B)

Maple Heights — Air Hydraulics, Inc., 14501 Industrial Ave. S.; hydraulic wheel assemblies, aircraft industries. Operation date: Oct. 1961. 20,000 sq. ft. \$250,000. (A)

Medina — Fry Roofing Co., West Smith Rd.; roofing, asphalt shingles. 100,000 sq. ft. \$1 million. (B)

Sandusky — Wilson Plastics Inc., Oran Wilson, Pres., 400 Broadway; plastic wall tile, spillie sprinklers, sea-maid floats. In operation. 36,000 sq. ft. \$80,000.

South Charleston — Farm Bureau Cooperative Association, Inc. \$500,000.

Toledo — Interchemical Corp. Coated Fabric Div., V. W. McDaniel, Div. Pres., 837 Buckingham Ave.; coated fabrics. Operation date: Nov. 1961. 40,000 sq. ft. \$500,000.

Toledo — Textileather, Div. of General Tire & Rubber Co., Jules D. Lippmann, Gen. Mgr., Dayton & Twining Sts., 24,000 sq. ft. \$400,000.

Warren — Packard Electric Div., General Motors Corp.; wiring harness assembly plant. In operation. 368,000 sq. ft.

Wickliffe — McKay Machine Co., A. J. Wardle Jr., Pres., Hendricks Rd.; machine tools, automation equipment for automobiles, steel, rubber, paper. Plans announced. 135,000 sq. ft. 34.5-acre site. \$3.5 million.

OKLAHOMA

Clinton — O-Kay Turkeys Inc.; turkey processing. Under construction. 30,000 sq. ft. \$600,000. (C)

Medford — Continental Oil Co.; absorption-refrigeration natural gasoline plant. Compl. \$930,000. (A)

Norman — Highway Signs Manufacturing Co.; signs. In operation. 20,000 sq. ft. (B)

Okemah — North Okemah Gasoline Corp.; natural gas processing. Under construction. \$250,000. (A)

Perry — Osage Mfg. Co.; sportswear. In operation (renov. exist. bldg.). (B)

Pryor — Cookson Stone Co.; rock crushing. In operation. \$300,000. (A)

Quapaw — Eagle Picher Metals & Compounds Div.; metal products. Compl. date: Aug. 15, 1961. 18,500 sq. ft. (mfg.). 2,700 sq. ft. (whse.).

Tulsa — Century Electronics & Instruments Inc., C. H. Brunnel, Pres.; research, development and manufacture of electronics material. Plans announced. 65,000 sq. ft. \$850,000.

Tulsa — Shell Oil Co.; data processing center. In operation. 65,000 sq. ft. (D)

Tulsa — Tulsa Rock Co., Jack Shaler, Pres., 145th E. Ave. & Frisco Rwy.; crushed stone. Operation date: Sept. 1961. \$1.5 million. (B)

Yukon — Dolese Co.; ready-mix concrete plant. Under construction. \$100,000. (A)

Coos Bay — Menasha Corp.; pulp & paper mill. In operation. 200,000 sq. ft. \$5 million. (C)

Milwaukie — Kubla Khan Food Co.; frozen Chinese food; processing. Plans announced. \$250,000.

OREGON

Portland — Merritt Auto Welding, 1150 N. E. Union Ave.; mfg. & ofc. 14,400 sq. ft. \$61,000.

Portland — Western Farmers Association, Harry J. Beernink, Gen. Mgr. (Mocks Bottom Ind. Dist.); feed mill. In operation. 30,000 sq. ft. \$2 million. (B)

Portland — Western Farmers Association, Harry J. Beernink, Gen. Mgr. (Mocks Bottom Ind. Dist.); poultry & egg processing. Plans announced. \$750,000.

PENNSYLVANIA

Apollo — Nuclear Materials & Equipment Corp.; nuclear fuel. Operation date: Sept. 1961. \$740,000. (B)

Berwick — Fulton Mfg. Co., Inc.; lamps, barbecue grills. 20,000 sq. ft. \$80,000. (B)

Erie — United Oil Mfg. Co.; refined products. Operation date: Sept. 15, 1961. \$175,000. (B)

Jersey Shore — Kelco, Inc.; sportswear. 18,000 sq. ft. (C)

Lenni Mills — Harowe Servo Controls Inc.; fractional H. P. motors. In operation. 28,000 sq. ft. \$150,000. (C)

Philadelphia — Fairlane Mfg. Corp.; juvenile products. 12,000 sq. ft. (B)

Philadelphia — Gulf Oil Corp. Dr. Jerry McAfee, Vice Pres.; petrochemicals; benzene-cumene refinery. Plans announced. 871-acre site. \$Multi-million.

Philadelphia — Mid-Atlantic Distribution Co. (Div. Richardson Merrell, Inc.) distr. & ofc.; pharmaceuticals. Operation date: Nov. 1961. 80,000 sq. ft. 7.5-acre site.

Pottsville — Extrudo Film Corp.; plastic tubing. 15,300 sq. ft. \$120,000. (B)

Scranton — Gar-Let Mfg. Co.; communications equipment. \$550,000. (C)

Sharon — Sharon Steel Corp.; basic oxygen steel fabrication. Operation date: Fall 1962. \$17.5 million.

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NEW PLANTS

Upper Moreland Twp. — Downs Carpet Co., George T. Downs, Pres.; carpets. 100,000 sq. ft. 15-acre site. \$1.5 million.

Valley Forge Ind. Park — American Seating Co.; school equipment. Operation date: Jan. 1962. 15,000 sq. ft. \$250,000. (B)

Yeadon — Dutch Boy Foods, Inc.; pretzels, potato chips. In operation. 15,500 sq. ft. \$110,000. (B)

PUERTO RICO

Arecibo — Rapid Electric Co. of PR, Inc.; steel cabinets for selenium rectifiers. In operation. 11,500 sq. ft. (B)

Bayamon — Caribe Millwork Corp.; kitchen cabinets, doors, millwork. In operation. 11,461 sq. ft. (B)

Bayamon — Fuller Co. (Caribbean) Inc.; paints, lacquers, enamels. In operation. 11,516 sq. ft. (A)

Caguas — P. R. Leather Creations Inc.; ladies' leather bags. In operation. 2,500 sq. ft. (B)

Caguas — Winner Mfg. Co.; men's and boys' pants. In operation. 3,300 sq. ft. (B)

Catano — Industrial Siderurgia #2; reinforcing steel rods. 48,000 sq. ft. (B)

Hato Rey — Caribe Foundations Corp.; women's wearing apparel. 4,000 sq. ft. (B)

Juana Diaz — Willida Inc.; ladies' bathing suits. In operation. 23,000 sq. ft.

Moca — Garcia & Annoni Inc.; men's and boys' pants. In operation. 11,872 sq. ft. (B)

Naguabo — Electrospace Corp. of PR; electronic parts. 11,500 sq. ft. (B)

Rio Piedras — Orbit International Inc.; plastic laminized kitchen cabinets. In operation. 34,000 sq. ft. (B)

Rio Piedras — Synthetic Resin Inc.; resins & plastic substances. 4,000 sq. ft. (B)

Toa Baja — Sevilla Mfg. Inc.; candles, perfumes. In operation. 4,225 sq. ft. (B)

RHODE ISLAND

Providence — Anson, Incorporated, Olof V. Anderson, Pres.; men's jewelry. Operation date: Late 1962. 140,000 sq. ft. \$1.5 million. (C)

Providence — Providence Journal Co., John C. A. Watkins, Pres.; rotogravure printing. Operation date: early 1963. 130,000 sq. ft. \$1 million. (B)

Westerly — Westerly Electronics Corp.; electronic components. 30,000 sq. ft. \$200,000.

SOUTH CAROLINA

Belton — Alpha Manufacturing Co.; metalworking. 80,000 sq. ft. \$1 million. (C)

Columbia — Pennsylvania Glass Sand Co.; glass sand. Operation date: Dec. 1961. \$1 million. (B)

Edgefield — Edgefield Steel Cabinet Co.; cabinets. 60,000 sq. ft. \$1 million. (C)

Greer — Southern Machinery Co., Jas. W. Stewart, Pres.; textile machinery. Operation date: Oct. 1961. 30,000 sq. ft. \$200,000.

TENNESSEE

Elizabethton — Great Lakes Carbon Corp., Dr. Frederick L. Shea, Dir. of Research; research facility for development of carbon, minerals and chemical products. \$2 million. (E)

Humboldt — Alton Box Board Co., Marvin W. Swain, Pres.; corrugated board and boxes. \$750,000. (D)

New Market — Tri-State Zinc; zinc mining and processing mill. Operation date: late 1962. \$6 million. (C)

TEXAS

Arlington — Container Service Inc. (Div. Lind Paper Co.), 114 N. Cooper St.; corrugated boxes. In operation. 30,000 sq. ft. (A)

El Paso — Kahn's Baking Co., Simon Kahn, Pres.; baking facility. \$750,000. 35,000 sq. ft.

Ennis — Standard Metal Fabricating Co., Joseph W. Hennen, Pres.; standardized furnace pipe and elbows, and steel metal products. 10,000 sq. ft. (B)

Ft. Worth — Texas Industries Inc., Ave. H. East & 108th St. (Great Southwest Ind. Dist.); concrete bldg. material. In operation. 30,000 sq. ft.

Garland — Oil Well Supply (Div. of U. S. Steel Corp.); oil pumping equipment. 85,000 sq. ft.

Houston — L. L. Ridgeway Co., Inc., W. S. Blaylock, Sr., Pres., Hillcrair Ave. & Harwin Dr.; sensitized reproduction papers and cloths. \$750,000.

Houston — Phil Rich Fan Manufacturing Co., fans, all types. 52,000 sq. ft. \$250,000.

Odessa — El Paso Natural Gas Co. & Rexal Drug Co.; polyethylene. Operation date: 1962. \$multi-million.

Panhandle — Plains Aluminum Industry, Harold Smith, Owner; aluminum storm windows and doors. 17,000 sq. ft.

Temple — Weymouth Footwear, Inc., W. G. Weymouth, Pres.; children's shoes. (B)

Waxahachie — Edson of Texas, Inc., Gene Edson, Pres.; decorator throw pillows and outdoor furniture accessories. 10,000 sq. ft. (A)

UTAH

Salt Lake City — California Ink Co.; ink. 12,000 sq. ft. \$100,000.

VERMONT

No Plants Reported.

VIRGINIA

Blackstone — Roanoke Woodworking Corp., A. F. Jones, Pres.; furniture. 38,000 sq. ft. \$100,000. (C)

Dublin — Wood-Mosaic Corp., O. E. Haubrock, Vice Pres.; wood products. In operation. (B)

Hampton — Southern Oxygen Co., R. P. McMillan, Pres.; acetylene gas. Operation date: Sept. 1961. \$200,000.

WASHINGTON

Moses Lake — U. & I. Sugar Co.; storage of sugar products. \$400,000.

Pullman — Granville-Phillips Co., Daniel G. Bills, Pres.; producers of laboratory equipment. In operation. 13,500 sq. ft.

Seattle — Strand, Inc., 1801 N. 34th St.; office and storage. 12,000 sq. ft. \$100,000.

Sunnyside — Elmer Hickenbottom & Son; packing & cold storage plant. 14,000 sq. ft. \$75,000.

Tacoma — Purex Core, Ltd., A. F. Cail-louette, Branch Mgr. 16,000 sq. ft. \$80,000.

Tacoma — Reichold Chemicals, Inc., E. M. Skyth, Vice Pres.; research development. 20,000 sq. ft.

WEST VIRGINIA

No Plants Reported.

WISCONSIN

Manitowoc — Aluminum Specialty Co.; whse. Plans announced. 41,000 sq. ft. \$300,000.

Milwaukee — Milwaukee Electric Tool Co., Capitol Dr. Plans announced. 100,000 sq. ft. \$1 million.

Mukwonago — Crane Engineering & Service Corp., Melvin Nissen, Pres.; overhead cranes. Operation date: summer 1961. 8-acre site. (B)

WYOMING

No Plants Reported.

CANADA

ALBERTA

Alberta — Saratoga Processing Co. Ltd. (Subs. Westcoast Transmission Co. Ltd. & Jefferson Lake Petrochemicals of Canada Ltd.). Plans announced. Gas processing and sulfur recovery. \$11 million.

Calgary — Canada Packers Ltd., W. F. McLean, Pres. (Meridian Industrial Estate); feed mill. Operation date: end of 1961. 20,000 sq. ft. \$500,000. (B)

Calgary — Crown-Zellerbach Canada Ltd., G. H. Gallaway, Pres.; office & warehouse. 40,000 sq. ft. \$560,000.

BRITISH COLUMBIA

Bella Coola — B. C. Hydro; electric power. \$500,000.

Crofton — British Columbia Forest Products Ltd.; newsprint. Constr. date: late 1961. Compl. date: 1964. \$25 million.

Kimberley — Consolidated Mining & Smelting Co.; sulfuric acid. In operation. \$7.5 million.

Taylor-Kamloops — Western Pacific Products; crude oil pipeline. \$35 million.

West Summerland — B.C. Shippers Ltd.; fruit packing. \$100,000.

MANITOBA

No Plants Reported.

NEW BRUNSWICK

East St. John — Rothesay Paper Corp.; newsprint. Constr. date: June 1962. \$45 million.

NEWFOUNDLAND

NOVA SCOTIA

No Plants Reported.

ONTARIO

Calgary — West Canadian Microfilm Ltd., W. M. Gillott, Pres., 810 - 5th Ave., S.W.; photographic reproduction. In operation. \$103,000.

Guelph — United Dairy & Poultry Co-operative, Speedvale Ave. Under construction. 24,700 sq. ft. \$300,000 (Plant & equip.).

Kitchener — United Rubber Workers of B. F. Goodrich Canada Ltd. Under construction. 250,000 sq. ft. \$7 million.

Kitchener — Vega Metcraft Industries, J. O. Benyon, Pres.; roller skates, tricycles, baby carriages. In operation. 13,000 sq. ft.

North York Twp. — Du Bois Chemicals of Canada Ltd. (Sub. of Du Bois Co. Inc., Cincinnati); ind'l. detergents. 28,000 sq. ft. 4-acre site.

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NEW PLANTS

Sarnia — Imperial Oil Ltd.; benzene. Compl. date: Fall 1961. \$5 million.

Stafford — Crane Steelwares Ltd. of Quebec. Plans announced. 150,000 sq. ft. (C)

Toronto — Anca Pharmaceuticals (Div. Wander Co. of Canada Ltd.), 1377 Lawrence Ave. E., C. K. Schlimme, Vice Pres.; pharmaceuticals. Under constr. 32,600 sq. ft. 3.5-acre site.

Toronto — Berkel Products Co. Ltd.; food store & restaurant equip., ind'l. scales. Under construction. 50,000 sq. ft. 5-acre site.

Toronto — Argo Plastics & Chemicals Ltd., H. G. Oster, Gen. Mgr., 140 Liberty St.; chemical products pkg., color concentrates & color compounding for polyethylene. In operation. 20,000 sq. ft.

Waterloo — Marsland Engineering Ltd. Under construction. 81,000 sq. ft. 12-acre site.

SASKATCHEWAN

Yorkton — Morris Rod Weeder Co., Ltd., G. H. Morris, Pres.; farm implements. \$100,000. (B)

Zenon Park — Zenon Park Alfalfa Dehydrating Co-op., Philippe Marchildon, Mgr. \$100,000.

INTERNATIONAL

Aruba — Aruba Chemical Industries N.V.; fertilizer chemicals. \$96 million.

Belgium — Cockerill-Ougree, Liege or Charleroi; steel complex. Plans announced. \$500-512 million.

Brazil — Companhia Eletroquimica da Bahia; caustic soda and other chemicals. \$536,000.

Egypt — (United Arab Republic, Mex, Alexandria); caustic-chlorine. In operation. \$6.4 million.

England (Macclesfield, Cheshire) — Imperial Chemical Industries; pharmaceutical compounding & pkg. Compl. date: 1966. \$28 million.

France (Strasbourg) — Polymer Corp.; specialty rubber. Plans announced. \$12 million.

Hong Kong — Commonwealth Foods International Ltd.; instant coffee. Plans announced. \$1.6 million.

India (Calcutta) — Dr. Paul Lohmann (India) Ltd.; chemicals. Plans announced. \$630,000.

India (Bombay) — India Gov't; fertilizer. \$30 million.

India (Contal, West Bengal) — Gov't. solar salt. Plans in progress. \$4.2 million.

India — Kanshi Ram Kidar Nath; wood tops. Plans announced. \$1.47 million.

Indonesia (Palembang, Sumatra) — Indonesian Gov't. Plans announced. \$39 million.

Japan (Kurobe City) — Lokuriku Salt Industry Co.; chemicals converted from sea water. In operation. \$4 million.

Japan — Kaiser Aluminum & Chemical; refinery & rolling plant for aluminum. Compl. date: March 1963. \$44 million.

Nigeria (Eastern, Enuge) — Turner & Newell Ltd.; asbestos cement. Plans announced. \$5.6 million.

Norway (Risavika) — Shell Oil Co.; oil refinery. Plans in progress. \$28 million.

Spain (Ribadeo, Lugo) — Mechanical wood pulp. \$27 million.

South West Africa (Luderitz) Luderitz, S. W. A., Gov't; sea water distillation plant. \$252,000 (purch. from Glasgow firm).

Sweden (Stenungsund) — Esso Svenska, A. B.; polyethylene, ethylene oxide-glycol, petrochemicals. Operation date: July 1963. \$15 million.

Trinidad — Trinidad Flour Mills Ltd.; flour mill. Plans in progress. \$1 million.

Union of South Africa (Durban) — African Explosives & Chemical Industries (Pty.) Ltd. & British Titan Products Co.; titanium dioxide. Under construction. Operation date: early 1962. \$8.4 million.



I. D. CALENDAR

JANUARY

ID January Issue features Real Estate Brokers Reference Study.

FEBRUARY

ID February Issue features Electric Utilities Reference Study.

MARCH

ID March Issue features the Ports Reference Study and the American Industrial Development Council Reference Study.

APRIL

ID April Issue features Industrial Parks Reference Study.

American Ind'l Dev't Council plans 1962 annual convention at Cleveland, Ohio.

MAY

ID May Issue features the Blue Book of Southern Progress Reference Study and the Trucking Companies Reference Study.

JUNE

ID June Issue features Gas Utilities Reference Study.

Engineering Economy Division of American Society for Engineering Education 1962 Annual Meeting planned at Colorado Springs, Colo.

JULY

ID July Issue features New England Reference Study and Railroad Reference Study.

AUGUST

ID August Issue features Canadian Reference Study and State Agencies Reference Study.

14th-18th: AMA "Presidents' Round Table (Advanced)" — For Reservation contact AMA Grove, Hamilton, N. Y.

21st-25th: AMA, "Total Planning — Planning to Meet Corporate Growth" (Orientation No. 2226-92). AMA Academy, Saranac Lake, N. Y. Reservations as above.

22nd-23rd: "East Texas Chamber of Commerce I.D. Workshop." Tyler, Texas. For Reservation contact Fred Poole, Exec. Vice Pres., Longview, Texas.

Utah plans an Economic Development Conference at Salt Lake City. Contact: W. C. Palfreyman, Director, Utah Comte. of Ind'l & Employ't Planning, 174 Social Hall Ave., Salt Lake City.

SEPTEMBER

ID September Issue features Financial Institutions Reference Study.

11th-15th: AMA, "Real Estate — Fundamentals of Corporate Real Estate Management" (Orientation No. 2228-91). AMA Academy, Saranac Lake, N. Y. Reservations as above.

11th-16th: The International Industrial Conference, sponsored by Stanford Research Institute & National Industrial Conference Board, convenes in San Francisco for five days.

18th-20th: AMA, "Corporate Planning" (Workshop No. 2113-06). LaSalle Hotel, Chicago. Reservations as above.

18th-22nd: International Bank for Reconstruction and Development, International Monetary Fund, International Finance Corporation, International Development Association: Annual Meetings of Boards of Governors. Vienna, Austria. Contact: Office of International Conferences, Department of State, Washington 25, D. C.

25th-27th: Industrial Building Exposition & Congress. For information and reservation contact: New York Coliseum, Columbus Circle, New York 19, N. Y.

28th-29th: Eleventh Annual Texas Industrial Development Conference. Contact: Box 213 F. E., College Station, Texas.

OCTOBER

ID October Issue features the Annual Site Selection Handbook.

2nd-4th: Canadian Chamber of Commerce Annual Conference, Halifax, Nova Scotia.

2nd-6th: AMA "Presidents' Round Table (Advanced)". For reservation contact: AMA Grove, Hamilton, N. Y.

3rd: "Society of Industrial Realtors Conference" to be held at Los Angeles. For reservation contact: H. R. Hudson, 210 West & 7th St., Los Angeles 14, Cal.

5th-6th: Minnesota's I.D. Conference, Rochester, Minn.

9th-11th: AMA, "Planning — Forecasting & Planning in the Defense Industries (Workshop No. 2125-05). Hotel Astor, New York City. Reservations as above.

23rd-24th: Missouri I.D. Conference, Governor Hotel, Jefferson City, Mo.

29th-31st: Southern Industrial Development Council Conference, Tampa Terrace Hotel, Tampa, Florida.

NOVEMBER

ID November Issue features Air Transport Reference Study.

Tennessee plans ID Conference. Watch future issues for further details.

Society of Industrial Realtors plans Fall Convention at Miami, Fla.

DECEMBER

ID December Issue features the Gulf Caribbean Area Reference Study.

5th-7th: Building Research Institute Fall Conference (Div. of Engineering & Industrial Research). Shoreham Hotel, Washington, D. C. Contact above organization at 2101 Constitution Ave., Washington 25, D. C.

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MANUFACTURERS RECORD

(IN REVIEW)



"What Enriches Any
Region Enriches The
Nation"

AUGUST, 1987

(AS ABSTRACTED MORE THAN 70 YEARS LATER)

BALTIMORE, MD.

News of Wall Street

Taken as a whole the week has not been a very encouraging one from a speculative standpoint; still less so from that of an investor. Constant shipments of gold abroad make a feeling hard to buck or butt against in the bulls' way of thinking. Continued labor troubles are also not encouraging. Yet given these bear arguments, together with the side currents of the speculative whirlpool, persistent hammering directed against particular stocks has so far done little, if any, damage to the general list. The labor troubles continue to be the most depressing effect, and even these have merely a negative effect in preventing or helping to prevent the tendency toward a better feeling and higher prices that one cannot spend half an hour in Wall Street without feeling in the air. It should be in the air, for everything seems favorable. We are going to have a good crop year, if the government crop reports do not lie, and they don't usually go far from the truth, being, as the rural editor says, "conservatively written and ably edited, even if they are not especially lively reading."

A World's Fair year, with plenty of money afloat and a certainty of the largest railway passenger traffic ever seen in this or any other country, is ahead of this. That railway traffic is going to be large, and that the people are both able and disposed to spend money, is, I think, well illustrated by recent reports from Denver, where a conclave or convocation, or

whatever they call it, of nights Templar fairly swamped the town by the numbers of its visitors, and Denver prides herself on being no small slouch of a town either. Look also at the two conventions at Minneapolis and Chicago. Never before were there so many strangers in either of those two cities, for I doubt not that these two political gatherings outrivaled anything of the kind ever seen. Now these things mean prosperity and openhandedness, and consequently should not be ignored when one is trying to judge as to the immediate future in the financial world. Nowhere is a feeling of ease and public fatness so quickly realized and felt as on the floor of our stock exchange here. Its fluctuations of stocks are like that instrument that the specialists put on a man's pulse which writes on a sheet of paper the record of his heartbeats.

If crops are growing, so is the country. New industries as they are developed and established are growing more quickly than ever. A large manufacturer said to me the other day:

"I don't say it's reciprocity—in fact I can declare profoundly that it isn't—but my goods have this year gone further and sold twice as largely in Europe and the possessions of England and Germany, in the West Indies and South America, than my best previous year. My mills are on double time. Why then is this so? Well, I believe because things America are becoming known wider in other coun-

tries than formerly, and in fact I believe it's a fad to buy American products. First place, they're cheap, because we Yankees are inventive and know how to make the least labor go the longest way towards the most production. The home market has taken all they could make hitherto; now we have had to seek other markets and these markets have been found."

I have taken some pains to find out what the feeling is in Wall Street among some of the leading financial lights—not the small speculators, but the solid people, who have a large stake in this country—with regard to the labor question, and I was rather surprised to find them in a pretty complacent frame of mind and disposed to view the present disturbed condition of labor with a confidence in the speedy triumph of law and order. This sentiment and confidence seem to me to be the reason for the present condition of the stock market. In London it would make a semi-panic on 'Change, while the dear Britisher would be writing letters to the home secretary through the Times. Another thing that conduces to the tranquility of the present time is the absence of any great political excitement in the street and among the big folk there. Never have I seen less politics talked in a presidential year, not only in commercial and financial circles, but also among the general people. Perhaps 'twill warm up as weather grows cooler, but I doubt if it gets very hot in Wall Street.

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The dense net of transportation lines that gave rise to our great Eastern Seaboard cities is now penetrating into the heart of the Chesapeake Bay country, instead of skirting its edge. All cities in the area are growing rapidly as they reap the benefit of improved communications, and the region is regaining much of the prominence it held in the early history of Anglo-America.

MID-SECTION OF THE

By Frank H. Stedman

In its wars with North America, the Atlantic Ocean sometimes gains and sometimes loses. The whole vast expanse of the Coastal Plain — from Cape Cod all the way to Mexico — has been reclaimed by the continent in the course of some millions of years but here and there the ocean has staged a rally. Lately — say in the last 10,000 years — it has managed to break through the barrier beaches on the east coast and flood the lower courses of the rivers. In this way it has created Long Island Sound, New York Bay, Delaware Bay and — largest of all — Chesapeake Bay, which started out as the lower Susquehanna Valley.

This process has helped to make world ports out of New York, Philadelphia, Baltimore and Hampton Roads and lesser ports of Washington and Richmond. It has also produced a complicated pattern of water and land in the Chesapeake Bay



ATLANTIC SEABOARD

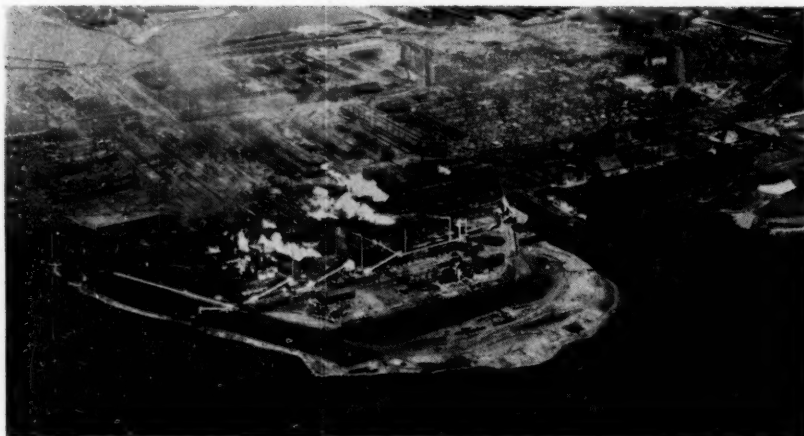
region that is a major condition of life in the area.

Outside of a small strip down in the middle of the Eastern Shore, practically the entire Chesapeake Bay region is within ten miles of open water, and the coast line is amazingly intricate. It is not an uncommon experience to catch a glimpse of a sail boat moving along between two lines of trees as you are driving along what seems like an inland road.

Water is an avenue, a cushion, a resource and to some extent an obstacle to the Chesapeake area, although its geography is being transformed out of recognition by bridges and tunnels.

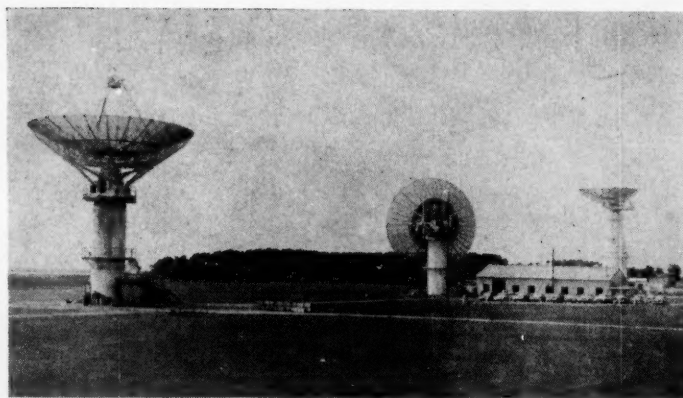
As an avenue it admitted the first English colonists to gain a foothold on the new Continent, and as a barrier it helped them hold their early peninsular and island sites from Indian attacks. Later on, ships came up every inlet to load

(Continued on Page 50)



A little way down the Patapsco River from Baltimore is Bethlehem Steel's vast Sparrows Point complex in Baltimore County, already the world's largest steel plant and now headed toward a total capacity of 10 million tons a year. Canadian and Venezuelan iron ore meet alloy materials from all over the world and Appalachian coking coal, and finished products have ready access to the world market.

Yorktown now belongs in the economic lexicon as well as the historic. Virginia Electric and Power's newest large plant, with a capacity of 340,000 kilowatts, has as its near neighbor the American Oil Company's refinery, first in the Virginia end of the Chesapeake.



The Space Age has come to the Eastern Shore. These radar units at Wallops Island, built for the Lincoln Laboratory of Massachusetts Institute of Technology, are part of the development associated with the National Aeronautical and Space Agency's installation.

Baltimore's inner harbor reaches right to the heart of the city, where the Mathieson Building rises to 33 stories. A few blocks away is the site where the city's Charles Center — one of the most talked-about downtown rehabilitation and renewal projects in the country — will rise. At the lower right is part of Canning Town, where much of the city's canning industry is localized.

South Norfolk's frontage on the Southern Branch of the Elizabeth River has this imposing assemblage of port industries and storage installations. U. S. Gypsum is at the far left, followed by four oil companies — Crown, Socony, Pure and Gulf — and on the right are Lone Star Cement and Royster Guano.



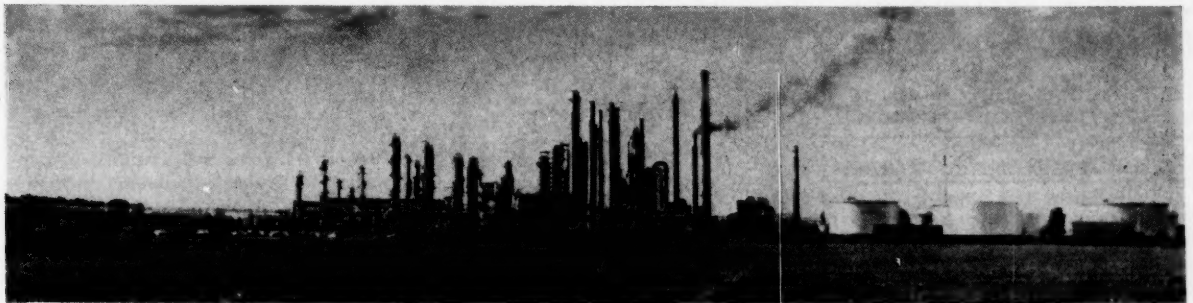


Martin's main plant and headquarters in Baltimore County is one of the largest employers in the region. New York-Washington travelers during the war will recall it as the camouflaged building a few miles out of Baltimore on the Pennsylvania main line.

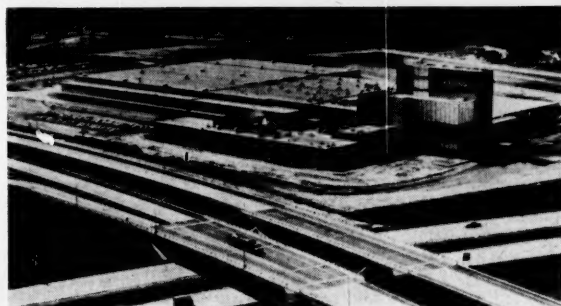


Dow Chemical's plant on the lower James River making Zefran and Nylon 66 is an important new producer of synthetic fibers in the area.

The largest new industry in Delaware since the war is Tidewater Oil's huge \$200 million refinery near Newcastle on Delaware Bay. The plant is near the eastern entrance of the Chesapeake and Delaware Canal, which gives access to the upper end of Chesapeake Bay.



The Hampton Roads Bridge-Tunnel, which cut the distance from Newport News to Norfolk in half, is a smaller version of what the Lower Chesapeake Bay Bridge-Tunnel will be like. Both bridges require island for the transition from bridge section to tunnel section.



Carling's new Baltimore brewery is at the intersection of a completed section of the Baltimore Beltway with a radial leading into the city. The course of the beltway through Baltimore and Ann Arundel counties is attracting attention as a potential location of "prestige plants".

The University of Delaware at Newark has recently expanded its facilities for engineering instruction with the addition of Pierre S. du Pont Hall to the existing Evans Hall.



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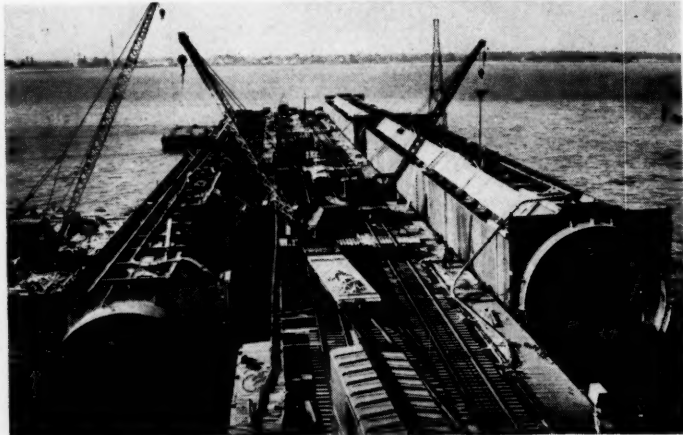
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WILMINGTON

The tunnel portions of the Lower Chesapeake crossing — like those of the earlier Hampton Roads crossing shown here — will be built in Texas in sections, towed to Virginia for fitting up and then lowered into place in a trench dredged out of the bottom, where underwater crews will connect them. The final stage will be cutting through the bulkheads.



(Continued from Page 47)

tobacco and unload English manufactured goods at plantation landings.

As long as settlement was chiefly confined to the Tidewater area — that is, below the Fall Line on the rivers flowing into the Chesapeake from the west — each plantation carried on its own trade and there was no need for towns. This was the heyday of the great houses that were built along the lower James, York, Potomac and other rivers and here and there in the Eastern Shore.

As population spread farther and farther inland, across the Piedmont and up into the mountains, land routes began to be a factor, and Baltimore and Richmond became important places because of their good connections inland. When the colonies broke away from England and ships' guns boomed on the Chesapeake, Norfolk came to be regarded as the naval center of gravity of the area.

Washington is often cited as an artificial creation, but Georgetown and Alexandria were already established within the square, ten miles on a side, set apart as the National Capital in 1790. The new city shared with Baltimore the easy access to the interior along the general route of the Potomac.

Railroads came to focus on Baltimore, Washington, Richmond and Hampton Roads. Those centering on Baltimore had the more direct route to the upper Ohio and the Great Lakes states, but those centering on Norfolk and Richmond tapped a vast area of the South and the

rich coal fields of the Southern Appalachians.

Water traffic within the bay came to focus more and more on Baltimore in the north and Norfolk in the south. Meanwhile, railroads were built southward from Wilmington into the Delmarva peninsula and a ferry crossing was developed between Cape Charles and Norfolk.

The early period of tobacco plantations gradually waned with the depletion of the soil, the silting up of small harbors and the constant drain of population to new lands farther west. Some counties had more people in 1790 than in any subsequent census.

A Gentle Land

Most of the Coastal Plain, which makes up all of the Chesapeake area up the Fall Line, is under 250 feet in elevation, underlain by sand, clay and intermixtures of the two. Hard rock outcrops at the Fall Line, but is buried by hundreds of feet of coastal deposits along the Atlantic shoreline.

The plain is far from being flat and monotonous, not only because of the bays, inlets and rivers, but also because of the large remnants of older coastal surfaces laid down when the ocean stood considerably higher with respect to the land.

The cushioning effect of the water is notable in the winter climate of the area, which is several degrees milder on the coast than 150 miles inland, and also in the summer, when the coast and bay areas are somewhat cooler and get the benefit of sea and bay breezes.

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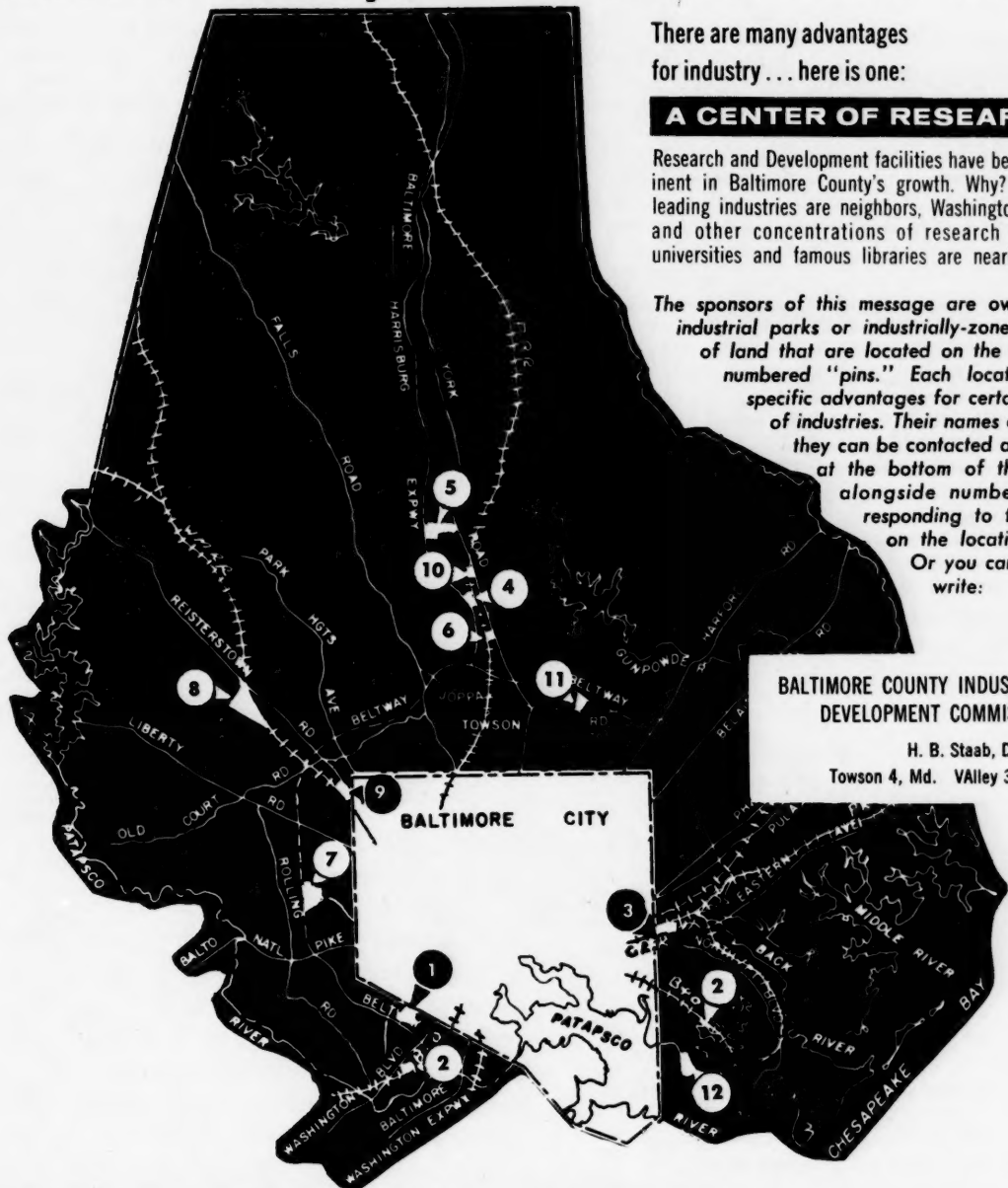
A CENTER OF RESEARCH

Research and Development facilities have been prominent in Baltimore County's growth. Why? Because leading industries are neighbors, Washington, D. C., and other concentrations of research activity, universities and famous libraries are nearby.

The sponsors of this message are owners of industrial parks or industrially-zoned tracts of land that are located on the map by numbered "pins." Each location has specific advantages for certain types of industries. Their names and how they can be contacted are listed at the bottom of the page alongside numbers corresponding to the ones on the location pins. Or you can call or write:

BALTIMORE COUNTY INDUSTRIAL DEVELOPMENT COMMISSION

H. B. Staab, Director
Towson 4, Md. VALLEY 3-3000



For information concerning outstanding industrial sites, please contact:

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Baltimore & Ohio R.R.
Baltimore, Md. (LE. 9-0400) | 3 Canton Company of Baltimore
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Baltimore 18, Maryland
(HO. 7-4970) | 8 Owings Mills Industrial Park
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Cockeysville, Md. (NO. 6-1800) | 11 Mr. Thomas W. Offutt
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CHESAPEAKE BAY

The most noted resorts are Virginia Beach, Ocean City and Rehoboth, but there are miles of undeveloped beach frontage, including off-shore islands, and hundreds of miles of bay front. Many people have cottages with water frontage and the construction of the Upper Bay Bridge greatly facilitates weekend commuting out of Washington and Baltimore.

Tobacco still continues as a major crop in Southern Maryland west of the bay, but elsewhere other specialty crops or products are the mainstays of an agricultural economy still highly productive after 300 or more years. Broilers and eggs help to make Sussex County, Delaware one of the richest agricultural counties in the eastern half of the country, and neighboring counties in Maryland and Virginia also rank high in poultry products.

Tomatoes, peaches, early-season potatoes and other truck crops are other specialties of the Eastern Shore, and they have given rise to a large canning and freezing industry, both locally and in Baltimore. Peanuts have become a major crop

in southeastern Virginia, and enter the market not only directly but indirectly in the form of the famous Smithfield hams.

By no means all of the area is given over to specialties. The upper Eastern Shore on the Maryland side is noted for its extremely high yields of wheat per acre, and a good deal of land is in corn and soy beans.

Chesapeake Bay has long been famous for its oysters, clams and terrapin, and Delaware Bay for its oysters. There is also a sizeable amount of deep-sea fishing out Norfolk and other area points. The fisheries of the three states were valued at nearly \$39 million in 1957, well over half of it in shellfish.

The long growing season and ample rainfall in the area are highly favorable to forest growth. Two of the counties richest in timber resources are Southampton and Sussex in southeastern Virginia. Together these counties have 505,000 acres of commercial forest, 2.5 billion board feet of saw timber, 9.2 million cords of growing stock and an annual net growth (softwoods

only) of 93.5 million board feet of saw timber. These figures are larger than corresponding ones for several whole states in the West.

A Railroad Focus

Three main rail territories meet in the area — Standard, Pocahontas, and Southern. Lines of the Standard territory serving the area are the Pennsylvania, Baltimore and Ohio and Western Maryland. The Pennsylvania and B & O both have main lines from Washington to Baltimore and Wilmington and on up the coast. The Pennsylvania also serve the Eastern Shore and has a freight ferry across the capes to Norfolk.

Main lines out of Baltimore westward are the B & O and the Western Maryland. A line northward to Harrisburg joins the Pennsylvania main line at that point.

Between Washington and Richmond the Richmond, Fredericksburg and Potomac is an important bridge line.

The Pocahontas territory consists mainly of the Chesapeake and Ohio, with its terminus in Newport News,

Confidential Memo

DELMARVA PENINSULA — LAND OF "BALANCED LIVING"

- Strategic location; overnight access to major east coast markets.
- Healthful recreation at your elbow.
- Excellent transportation facilities.
- Abundant electric power.
- Low manufacturers' taxes.
- Plentiful supply of skilled craftsmen.
- Select locations available at reasonable prices.

Address inquiries to Manager of Industrial Development at either Company below —



Delaware Power & Light Company

Wilmington 99, Delaware

Eastern Shore Public Service

Salisbury, Maryland

We do not believe in "high pressure" when answering inquiries regarding available plant sites on Delmarva Peninsula. We believe the facts about our area speak for themselves . . . need no "pressure." All we ask is the opportunity to present the facts to you . . . specific data that applies to *your* individual problems . . . specific sites available that contain particular advantages *you* desire for the economical manufacturing of your product. Our problem is in learning from genuinely interested, responsible business executives like yourself, what your requirements are. All we ask is the opportunity to be of service to you. All we need is a confidential letter from you. All our replies will be **CONFIDENTIAL**.

and the Norfolk and Western and Virginian, now merged, with termini at Norfolk. All three serve as seaboard outlets for the coal fields of southern West Virginia and southwestern Virginia.

The Southern Railway's main line starts at Washington and is connected to Richmond and Norfolk by branches. The Seaboard and the Atlantic Coast Line both start at Richmond and have branches to Norfolk. The Norfolk and Southern helps to make Norfolk the outlet for a large part of eastern North Carolina, and the Atlantic and Danville runs across southern Virginia from Portsmouth to Danville.

The Washington-Baltimore area is one of the air capitals of the United States, with service by almost all long-haul carriers either to Washington National Airport, Friendship or both. Jets land at Friendship and will land at Dulles International now under construction 25 miles west of Washington. Overseas service has started from Friendship via Pan American to San Juan and via Eagle to Bermuda.

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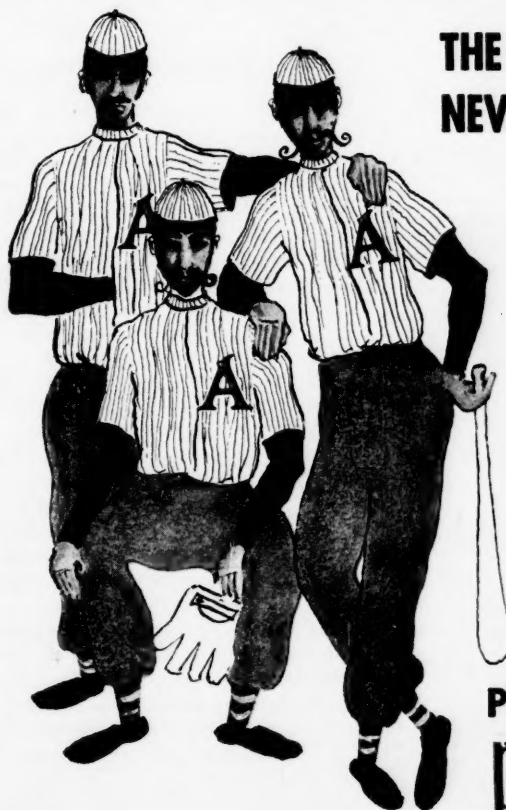
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THE WINNING TEAM THAT WAS NEVER CALLED OUT ON STRIKES*

*That's right . . . no major work stoppage or public inconvenience from strikes has ever occurred in the Newport News-Hampton Area of Virginia!

This record is even more amazing when you consider the fact that Newport News-Hampton is one of the principal industrial centers of the South, according to the latest U. S. Census of Manufactures.

Why don't you consider signing up in this major league? You'll find our teamwork great, just as these All-Stars have - - Newport News Shipbuilding, Langley Research Laboratories of NASA, American Oil Refinery, Dow Chemical, Union Carbide. Many smaller firms are on our first team, too.

TO FIND OUT WHAT THE SCORE IS, CONTACT

PENINSULA INDUSTRIAL COMMITTEE

(Newport News-Hampton-Williamsburg)

J. FRANK ALSPAUGH, EXECUTIVE DIRECTOR
BOX 92, NEWPORT NEWS, VIRGINIA



CHESAPEAKE BAY

Norfolk, Newport News and Richmond all have service by Capital (now merging with United), National and Piedmont, and Richmond also has service by Eastern. Wilmington has service by Eastern and Allegheny, and Salisbury is served by Allegheny.

Gateways to World Shipping

Baltimore and the Hampton Roads ports vie with each other and with Philadelphia and New York for

North Atlantic leadership in various indices of shipping activity. The marked contrast between Baltimore's general cargo activity and iron ore imports on the one hand and the Hampton Roads coal exports and naval activity makes comparisons difficult, but it is tending to diminish as each area seeks to improve facilities for all types of traffic.

Baltimore imports vast quantities of industrial raw materials, both for its own industries and for those

of a large hinterland, which extends as far as Illinois for some purposes. It exports manufactured goods, considerable quantities of grain, and as much as 4 million tons of coal.

Among its advantages are an inland location and two routes to the ocean — one via the lower bay and the other via the upper bay, the Chesapeake and Delaware Canal across the narrow isthmus of the upper Eastern Shore, and out Delaware Bay to the sea. The canal is now in process of being deepened to 35 feet.

The Hampton Roads ports have even exceeded New York in total tonnage in some recent years when coal shipments were exceptionally high. Both Norfolk and Newport News have vast coal loading piers that have shipped as much as 60 million tons annually, formerly to New England and New York but now largely to Western Europe and Japan, where high-quality coking coal is much in demand.

Naval traffic adds greatly to the volume but not to the statistics of the Hampton Roads trade. Naval construction is a major factor in the area's large shipbuilding industry.

Grain shipments are increasingly important and imports, notably of iron ore, manganese, chrome and petroleum products, are beginning to vary the character of the traffic. Tobacco is exported in large quantities, but a considerable amount is imported as well, for use in blending with native tobacco.

Port interests are making a strong bid to build up movements of general cargo. Meanwhile, industrial growth in the immediate area promises to go in the direction already marked out by Baltimore and to further diversify the port.

Delaware's share of the Delaware River traffic has been greatly increased by the Tide Water Oil Company's huge refinery at New Castle. New construction and remodeling of port facilities in Wilmington's harbor will involve \$5 million and will add 480,000 square feet of covered storage and 3,600 feet of dock frontage.

Authorized projects for navigation improvements on rivers flowing into Chesapeake Bay are 25 feet on



YES

We are proud to be the sponsoring contractor of the joint venture building the tremendous Chesapeake Bay Bridge-Tunnel, but we are equally proud of our reputation as the leading industrial contractor in this fast growing area of Virginia from which we took our name.

TIDEWATER BUILT PLANTS FROM NOVA SCOTIA
TO FLORIDA ATTEST TO OUR EXPERIENCE IN THE
CONSTRUCTION AND EXPANSION OF INDUSTRIAL
PLANTS REQUIRING THE GREATEST DEGREE OF
SKILL AND KNOW-HOW.

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INDUSTRIAL
AND HEAVY
CONSTRUCTION
FIELDS, YOU
CAN DO NO
BETTER THAN
TO RELY ON



Also sponsoring contractor for giant radio telescope being built for U. S. Navy at Sugar Grove, W. Va.

TIDEWATER CONSTRUCTION CORP.

ENGINEERS — GENERAL CONTRACTORS

NORFOLK, VIRGINIA

the James to a point just below Richmond and 18 feet to the heart of the city, 24 feet on the Potomac to Washington, 22 feet on the York to West Point, 12 feet on the Rappahannock to Fredericksburg and 12 feet on the Appomattox to Petersburg.

Bridges End Isolation

Only one large bridge — the James River Bridge from Newport News to the south bank 20 miles above Norfolk — was built before World War II; it was completed in 1928.

Once the war was over, bridge construction began in earnest. First to be completed was the Potomac River Bridge about 50 miles downstream from Washington, which immediately made U. S. 301 a major through route from Baltimore to Richmond, avoiding the congestion on Route 1 through Washington and Fredericksburg.

In 1951 the Delaware River Bridge below New Castle was opened, thus ending the holiday weekend tie-ups at New Castle Ferry, when babies were sometimes born in cars. The following year the Chesapeake Bay Bridge above Annapolis was completed, and in due course a new road across Maryland and Delaware linked up these two bridges into a fast route without traffic lights from New York to the outskirts of Washington.

The Delaware bridge greatly improved access to the lower Eastern shore for traffic from New York and New Jersey, and the Bay bridge did the same for traffic from Washington and Baltimore.

The Coleman Memorial Bridge across the lower York River completed in 1952, opened up a direct route from Washington and Fredericksburg to the Newport News-Hampton area — the first direct connection between Virginia's Lower and Middle Peninsulas.

Meanwhile, the Hampton Roads area came in for major changes. The tunnel built in 1953 to connect Norfolk and Portsmouth gave Norfolk a direct exit west and south, and in 1957 the Hampton Roads Bridge-Tunnel was completed. This at last provided a close connection between the Norfolk-Portsmouth metropolitan area south and east of Hamp-

ton Roads — which is the lowermost course of the James River — and the Newport News-Hampton metropolitan area to the north of Hampton Roads. It thus brings into close contact two adjacent metropolitan areas with a combined 1960 population of 803,110 — a figure exceeded only by the metropolitan areas of Atlanta and Miami in the entire Southeast below the Potomac.

Another Virginia bridge complet-

ed in 1957 was the Rappahannock River Bridge uniting the Northern Neck with the Middle Peninsula.

Since then, major improvements have been made along the main urban axis following the Fall Line. The Baltimore Harbor Tunnel at last eliminated for the through traveler the grueling trip through crowded streets in the heart of Baltimore. Virginia's 35-mile Richmond-Petersburg Turnpike cuts through both cities and greatly ex-



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In our first year (1960) we answered inquiries from 62 businesses and industries looking for new plant locations. Some chose Maryland sites. We think — once you know the facts — you'll be interested in Maryland, too. Our job is to supply the facts.

LET US TELL YOU:

About Maryland's variety of sites — industrial parks, deepwater and rail connected sites. We'll be glad to make all the arrangements for you to inspect them.

About Maryland's ample power; industrial water; air, rail and waterborne transportation facilities;

about our present and proposed highway network.

About Maryland's labor pool; skilled and semi-skilled workers; highly trained technicians and scientific personnel; about our science oriented universities and colleges.

About Maryland's laws, taxes and climate; surface and ground water resources; about local planning and zoning, schools, churches, hospitals and recreational facilities.

About Maryland's 3½ billion dollar banking community.

We'll even supply the pollen count or the turkey census if that's what you want.

LET US TELL YOU ABOUT MARYLAND — WE'RE EXPERTS!

MARYLAND

DEPARTMENT OF ECONOMIC DEVELOPMENT

STATE OFFICE BUILDING ANNAPOLIS, MARYLAND

J. Millard Tawes, Governor

George W. Hubley, Jr., Director

CHESAPEAKE BAY

pedites north-south traffic on Routes 1 and 301.

Interstate Highway 95 is to replace U.S. 1 as the main north-south route through the Fall Line cities, and both Baltimore and Washington will have complete circumferential routes built as part of the Interstate System. Two bridges are now under construction just above and below Washington as part of its circumferential.

The most ambitious link in the new network of roads, bridges and

tunnels is the gargantuan Lower Chesapeake Bay Bridge-Tunnel now under construction across the entrance to the bay and due for completion late in 1963. Like the Hampton Roads Bridge-Tunnel, but on a much larger scale, it will consist of alternating causeway, bridge and tunnel stretches and will extend 17.64 miles from the north shore at Cape Charles to the south shore at Chesapeake Beach, east of Norfolk.

There will be two mile-long tunnels, one under the channel leading

to Hampton Roads and the other under the Baltimore channel. There will also be two bridges totaling nearly a mile toward the north end. Financing is by means of \$200 million worth of revenue bonds issued by the Chesapeake Bay Bridge and Tunnel District, a public body created by the General Assembly of Virginia.

It is expected that the bridge-tunnel will carry over 5,000 vehicles a day during its first year, as compared with 1,900 a day for the present ferry. Crossing time will be 22 to 25 minutes, as compared with 85 minutes on the ferry. The saving in mileage between Norfolk and Wilmington and points north-eastward will be 72 miles as compared with the shortest existing land route.

The net result of all these changes will be to spread out a network of through roads interweaving the entire area and greatly enhancing its central position on the Atlantic Seaboard. What had been a series of loosely tied peninsulas, each one of them a dead end, is now a closely knit area accessible to many markets and offering sites for many types of activities that previously shunned the region because of its supposed isolation.

The benefits will accrue to all parts of the area, despite misgivings in some quarters over each new proposal. Those who have driven from Richmond to Baltimore on the present U.S. 1 and on to Wilmington on U.S. 40 will welcome the diversion of some of the heavy truck traffic to the Eastern Shore route, even though some operators of truck stops may be dismayed at the prospect.

The decreased congestion on existing routes as a result of the diversion to new ones can be expected to stimulate new interest in plant sites along these routes. Existing industries along the routes will find their competitive position improved by reduced transport costs with the elimination of traffic delays.

Power Center

Four large privately owned power companies supply most of the electric power. VEPCO (Virginia Electric Power) covers practically all of Virginia between Chesapeake Bay and the Fall Line, including the



A DOUBLE CROSSING WITH A PURPOSE !!!

Preparing for the future growth and development of the Delmarva Peninsula, Delaware Memorial Bridge authorities have a twin bridge (see cut) on the drawing boards. The only connecting link between New Jersey and Delaware, gives the span utmost responsibility in the industrial development of the Peninsula and Delaware Valley.

With more than 80,000,000 crossings recorded in 10 years, Memorial Bridge's capacity will soon be taxed. More than 25,000 crossings are made daily. A second bridge—with one-way four lane traffic in each direction will assure a transportation speedup for the busy years ahead.

Delaware Interstate Highway Department
DELAWARE MEMORIAL BRIDGE
Box 91, New Castle, Delaware



Convenient Advance Sale Ticket Books for Truckers!

Washington suburbs south of the Potomac. PEPCO (Potomac Electric Power) serves Washington and its Maryland suburbs and Baltimore Gas and Electric covers most of the area northeastward to the head of Chesapeake Bay. East of the Bay, Delaware Power and Light operates in all three states.

Municipally operated systems serve Dover, Seaford, and Milford, Delaware; Easton, Maryland and a few other towns. Lexington Park and nearby parts of Southern Maryland are served by a rural cooperative. The northeastern corner of Maryland is served by the Conowingo Power Company, which is controlled by Philadelphia Electric.

Nearly all the power used in the area is generated by thermal plants. The Conowingo Dam, just above Havre de Grace on the lower Susquehanna, is one of the largest power dams in the East, but is controlled by Philadelphia Electric. Relatively short hauls from the Appalachian coal fields help to make power costs competitive with any areas east of the mountains.

Natural gas is supplied to all major centers and to an increasing number of smaller ones as well. Largest suppliers are Baltimore Gas and Electric, Washington Gas Light, VEPCO, Delaware Power and Light and the Richmond Department of Public Utilities.

Other important distributors in Virginia are Portsmouth Gas and Petersburg and Hopewell Gas. Suffolk Gas, Virginia Gas Distribution (the Quantico and Manassas areas) and the Fredericksburg municipal system, which furnished manufactured gas are other suppliers.

On the Eastern Shore, Dover Gas Light, Sussex Gas, Citizens Gas (Salisbury and surrounding towns) and Elkton Gas all supply natural gas and there are a number of propane distributors.

Leading transmission lines bringing natural gas to the area are Transcontinental Gas Pipe Line, Atlantic Seaboard, Commonwealth Natural Gas, and Eastern Shore Natural Gas.

Federal Role

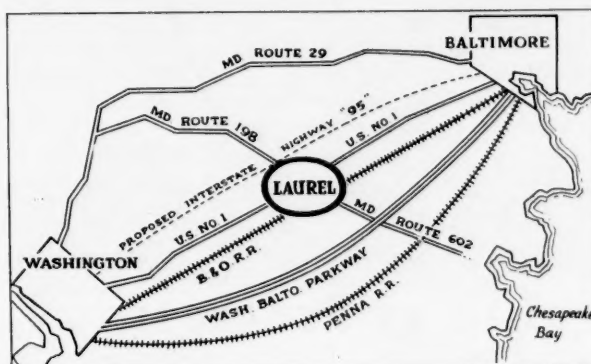
Government employment has for generations been a major factor in the area and it is not confined to

Washington and Norfolk, although these are the chief concentrations. Annapolis, for example, is another long-established government center with both the State Capitol and the Naval Academy.

Partly because of the convenience of all parts of the area to Washington and Norfolk and partly because of the availability of land at relatively low prices in sparsely settled parts of the area, a large number of government installations have been sited here.

Some of the more noteworthy examples are the Marine Corps training area in Quantico, the Corps of Engineers establishment at Fort Belvoir, Fort Meade between Washington and Baltimore, the Ordnance and Chemical Warfare installations at Aberdeen and Edgewood, the National Advisory Committee for Aeronautics and Langley Air Force Base near Hampton, Fort Lee near Petersburg, and most recently the National Aeronautical and Space Agency's launching area at Wal-

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- **IDEAL LOCATION:** Strategically situated between Baltimore and Washington . . . two dynamic and prosperous markets!
- **SKILLED, LOYAL WORKERS:** A vast reservoir of labor is available in the 4,000,000 population of the area!
- **EXCELLENT TRANSPORTATION:** Served by the B&O and Pennsylvania; near Friendship Airport and Port of Baltimore.
- **SOUND, FRIENDLY GOVERNMENT** attuned to the needs of business in the area and desirous of its prosperity!
- **BEAUTIFUL RESIDENTIAL AREAS** that provide employees the advantages of metropolitan living in a suburban setting!

We will gladly furnish you with a detailed, confidential study, custom-tailored to your requirements. Address: Walter Lanius, Chairman, Economic Development Committee, Chamber of Commerce, Laurel, Maryland.

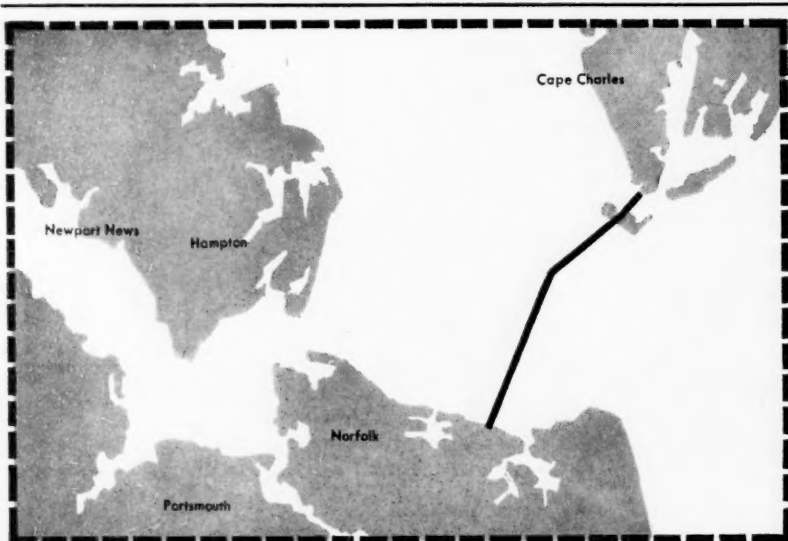
CHESAPEAKE BAY

lops Island on the Virginia Eastern Shore.

Some of these installations have transformed the economies of previously rural areas, as for example the Pawtuxent Naval Air Station in St. Marys County, Maryland. This county has increased in population from 14,600 to 38,900 since 1940, after having had a slowly declining population for many decades.

The number and variety of gov-

ernment installations and the highly trained people many of them employ has made the region attractive to firms engaged in research and development on defense contracts and other governmental procurement programs. Washington itself and its immediate environs have a notable concentration of such firms, but all parts of the region are within easy range of either the Washington-Baltimore area or the Hampton Roads area.



Profile of Progress . . . at Fast Growing Hampton Roads

The black line on the map above identifies the Chesapeake Bay Bridge-Tunnel, now under construction. When completed, the bridge-tunnel will provide ready highway access to Hampton Roads from the Del-Mar-Va Peninsula and northern points . . . and will open vast new opportunities for industrial development and world commerce.

• New! Chesapeake Bay Bridge-Tunnel connecting Del-Mar-Va Peninsula with the Norfolk-Portsmouth, Virginia Beach area. Under construction.

• New! General Cargo Pier and Warehouses. Under construction soon.

• New! One giant, modern coal pier completed at Newport News. Another under construction at Norfolk.

• New! One Elizabeth River Bridge-Tunnel connecting Norfolk and Portsmouth, completed.

• New! A second Elizabeth River Bridge-Tunnel connecting Norfolk and Portsmouth, under construction.

• New! Hampton Roads Bridge-Tunnel connecting Newport News and Hampton with Norfolk and Portsmouth, completed.

• New! Industrial parks ready for industry in Newport News, Norfolk and Portsmouth.

For further information, contact any office of the Virginia State Ports Authority

NORFOLK
1400 Maritime Tower
Phone MAdison 2-1671

NEW YORK
52 Broadway
Phone DIgby 4-5650

CHICAGO
327 S. LaSalle
Phone WAsh 2-2122

BRUSSELS
3 Rue Joseph II
Phone 13.44.13
Cable VASTPORTS, Brussels

LONDON
Lamberts Brothers, Ltd.
6 Lloyds Avenue
London EC-3, England
Phone AVenue 2000
Cable VASAPORTS, London

Hampton Roads and Virginia's River Ports

HAMPTON ROADS PORTS: Newport News, Norfolk, Portsmouth and South Norfolk

RIVER PORTS: Alexandria, Hopewell and Richmond

Ships and Shoes and Sealing Wax

From Colonial iron foundries in Virginia and early textile mills at power sites on small streams back of Baltimore and Wilmington, manufacturing in the area has expanded into a vast and elaborate structure encompassing almost the entire range of industrial production in this country.

Some of the plants in the region are among the world's largest. Examples are Bethlehem Steel's huge complex at Sparrows Point; Newport News Shipbuilding and Drydock, where the S.S. United States was built and the Enterprise — the first nuclear-powered aircraft carrier — is now under construction; the rows of cigarette factories and tobacco warehouses in Richmond; and Du Pont's headquarters in Wilmington.

Even a casual visitor will be impressed with the range of interests represented in the area.

In addition to the Norfolk Naval Shipyard, which employs up to 11,000 in peacetime, the Norfolk-Portsmouth-South Norfolk area has Norfolk Shipbuilding and Drydock, a Ford assembly plant, such fish processors as Ballard and J. H. Miles, fertilizer companies like Smith-Douglass and F. S. Royster, peanut processors like Procter and Gamble and Best Foods, wood fabricators like Mitchell & Smith and Planters Manufacturing, an important producer of railroad equipment — American Brake-Shoe — and such construction materials plants as U. S. Gypsum and Lone Star Cement.

In the surrounding area south of the James River are Planters Nut and Chocolate and Lipton Tea at Suffolk, Gwaltney and Smithfield Packing at Smithfield, and Union Bag-Camp Paper and St. Regis Paper at Franklin.

Across the James River, neighbors of Newport News Shipbuilding include a Coats & Clark zipper plant, Arkell Safety Bag, and Asheville Mica in Newport News and Maida Development, which makes ceramic condensers, in Hampton. Farther up the Peninsula are Amoco's refinery at Yorktown and Dow Chemical's plant making Zefran at Lee Hall. Not far away on the York River at West Point is the

CHESAPEAKE BAY

Chesapeake Corporation's paper-board plant.

Not far from Richmond on the James is Hopewell, which has two plants of Allied Chemical, one of Hercules Powder and Continental Can's container plant. Nearby Petersburg has Titmus Optical and Seward Luggage.

Richmond itself has, in addition to representatives of most of the big tobacco companies, the headquarters and several large plants of Reynolds Metal, Du Pont's fiber and film plants, Friedman-Marks Clothing, two large manufacturers of cushions and hassocks, and a variety of printing, paper, woodworking, construction materials, and other plants.

Fredericksburg has a large Avisco plant making cellophane and a Greif Brothers plant making men's apparel.

Washington is more of an industrial center than is sometimes realized, since a great deal of industrial or quasi-industrial employment is blanketed under govern-

ment. The Government Printing Office, for example, is one of the largest printing establishments in the world.

Even considering only private industry, Washington is an important publishing center, with National Geographic, U. S. News and World Report, and the Kiplinger interests, as well as the local newspapers and the many trade journals put out in the area.

Of more recent growth and with great potential for further expansion are the research and development firms such as Melpar, the ERCO Division of ACF Industries, Litton Industries, Vitro, Minneapolis-Honeywell, Atlantic Research and others. The presence of the Atomic Energy Commission headquarters, the Bureau of Standards, the National Institute of Health, the Taylor Model Basin, the Naval Ordnance Laboratory and of course the Pentagon is bound to focus continued attention on the area as a site for advanced scientific research.

As the oldest industrial area in the region, Baltimore is the most

mature, and is the leading industrial center in the South. Many of its activities are port-related, such as the Bethlehem steel plant and shipbuilding yard, oil refining and storage, sugar refining, the spice trade, copper refining, chemicals, and much of the canning.

Others, such as the Martin aircraft and missile plant, Westinghouse's four plants, the Chevrolet and Fisher Body assembly plants, the Bendix plants, Black & Decker (portable tools) and the apparel industry, bear no particular relation to the port and are largely market-oriented.

Delaware's industry is mainly in the north and is in a sense a southward continuation of the heavily industrialized Philadelphia - Camden area. Du Pont's association with the state is based more on its headquarters and research installations in and near Wilmington and those of Atlas Powder and Hercules Powder than on plants within the state, although there are plants at Edgewood, Newport and Seaford.

OVER NIGHT
DELIVERIES . . .

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KEY TO
**INDUSTRIAL
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Unparalleled transportation service to all points—over night—is a key to Delaware's popularity as a top east coast industrial center.

This was a factor when Globe Union, Inc. (shown above) decided to locate a storage battery plant in Middletown. Close to dual highways, water, rail and air service—the First State is ideal to move in raw materials . . . move out finished products.

When you discuss a site for your next plant, warehouse or distribution center . . . get all the facts FIRST about Delaware—the First State!

For full information Write, wire or call **REDfield 4-4966**



DELAWARE STATE DEVELOPMENT DEPT.

EDWIN GOLIM, Director
45 The Green, Dover, Delaware

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with its mountain to ocean diversity, lends itself to all types of industry...

TALBOT COUNTY

on Maryland's Eastern Shore, is a citadel of colonial graciousness, with 20th Century accoutrements for delightful living.

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welcomes the discriminating industrialist who would enjoy working where he would aspire to live.

TALBOT COUNTY

insures both... through intelligent application of planning and zoning, coupled with the positive aspects of economic planning.

for information, write:

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P. O. Box 1088 — Easton, Maryland.

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Kresge Building Norfolk, Virginia

CHESAPEAKE BAY



Construction of research laboratories in Delaware has not been confined to du Pont, although their facilities are dotted over the Wilmington environs. This is the Haskell Laboratory for Toxicology and Industrial Medicine, near Newark.

Other noted Delaware industries are the Tidewater refinery, Chrysler's assembly plant, Pusey & Jones' machinery and steel fabrication plant, the Phoenix Steel plant at Claymont, International Latex and Richardson & Robbins in Dover, and Continental Diamond Fiber and National Vulcanized Fiber in or near Wilmington.

The universities of the area are another major inducement to many firms interested in research possibilities and personnel. Johns Hopkins is internationally known and the University of Maryland is rising rapidly to the status of a major institution with graduate work in many fields.

William and Mary, second oldest college in the country, has long been known for the excellence of its liberal arts training and has opened a Norfolk branch that is expanding rapidly.

Other noted schools are the University of Richmond, George Washington and American in Washington, Goucher and Loyola in Baltimore, the Naval Academy and St. Johns in Annapolis, and the University of Delaware.

Water naturally looms large in leisure activities in the region. The Bay is one of the prime sailing areas of the country, with plenty of room for thousands of craft on summer weekends.

ADVANCE ON ALL FRONTS

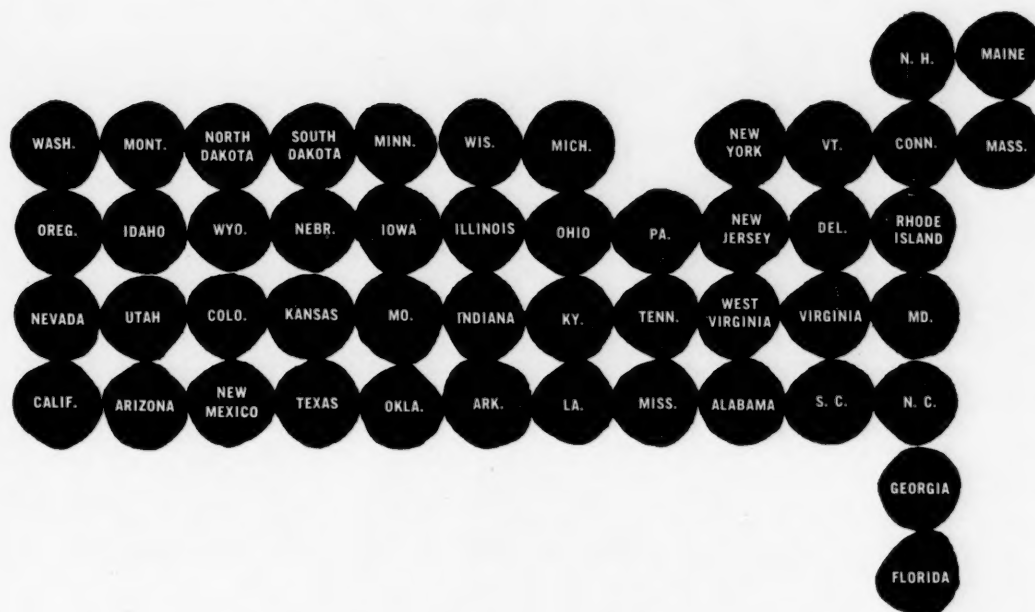
The range and complexity of the Chesapeake Bay area, consisting as it does of mature industrial cities such as Baltimore and relatively undeveloped rural areas such as parts of the Eastern Shore, mean that conditions are favorable somewhere within the region for almost any type of industrial activity.

The best opportunities appear to lie with two segments of industry—those operating on a large scale, drawing upon varied urban labor pools and exporting a sizeable percentage of their product, and those able to take full advantage of the great concentration of scientific and technological skills in the area.

On the other hand, small-scale industries not requiring daily contacts with urban markets and looking for pools of semi-skilled labor at reasonable wage levels still have an opportunity in the rural parts of the area, with the added inducement of greatly improved access to markets.

Rapidly rising urban population makes a good market for locally produced consumer goods, especially in the Washington and Norfolk areas where the pre-war market was relatively small and where local manufacturing has not yet caught up to the influx of government workers.

ALASKA



THE STATE DEVELOPMENT AGENCY

All fifty states now have an agency charged with some degree of responsibility for economic development. ID's first reference study of state agencies, which includes a listing on subsequent pages, reveals that they are in a strong position to help the manufacturer surveying site possibilities.

A REFERENCE STUDY BY



The forays of state governors into metropolitan areas seeking new industrial plants to bolster employment back home have attracted a good deal of attention, but the major effort of most of the state agencies has been along the lines of assembling information of the state into systematic form and making it available to the business world.

An equally important activity, from the standpoint of many industrial executives, has been their help to communities in making themselves more attractive to industry. In case after case that has come to our attention, state representatives have played a major role in paving the way for a new industry by alerting communities to the need for zoned industrial tracts with utilities either installed or available under assured conditions.

The unique value of state agency activity, as opposed to the activities of private and community groups, is the possibility of getting all-inclusive and unduplicated coverage; this is due to the obvious fact that whereas rail and utility service areas overlap in some places and leave gaps elsewhere, the states between them cover everything once.

This is not to say that there is comparability in the reports of adjacent states, either as to comprehensiveness or quality of coverage, but good progress is being made in this direction as staffs of the state agencies gain in professional competence.

The only fields in which less than half of the responding states participate were the preparation of reports on tourism, agricultural production and on wholesale and retail trade and services; these are fields where considerable coverage is available from other sources or where the interest of industrialists is likely to be slight.

It is not surprising that the levels of activity are higher and more uniform in state agencies than in any other type of development groups that ID has been surveying. After all, there are only fifty states, and the range in size, great as it is, is less than for railroads, banks or gas companies.

The fact remains that state agencies represent one of the surest bets for the man seeking information on the place to put up a new plant.

Of the 44 states replying to our questionnaire in sufficient detail for analysis, more than half indicated participation in the following activities:

Activity	Code	Number of positive replies
Advice to community financing groups	N	41
Workshops and orientation sessions	L	40
Reports on particular areas or communities	K	39
Natural resources, including water (assemble)	A1	38
Advertising in national periodicals	O2	38
Industrial sites (assemble information)	I1	37
Transportation facilities (assemble)	E1	36
Direct mail of state reports	O1	36
Labor supply (assemble information)	F1	35
Advice to community planning and zoning groups	M	35
Educational and cultural facilities (assemble)	G1	34
Recreational facilities (assemble information)	H1	34
Industrial sites (prepare reports)	I2	33
Use educational films	O3	29
Agricultural production (assemble information)	C1	28
Natural resources, including water (reports)	A2	27
Transportation facilities (prepare reports)	E2	27
Recreational facilities (prepare reports)	H2	27
Tourist promotion (assemble information)	J1	27
Educational and cultural facilities (reports)	G2	26
Publish directory of manufacturers	D	25
Labor supply (prepare reports)	F2	25
Wholesale and retail trade and services (assemble information)	B1	24



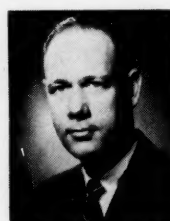
LELAND JONES,
Dir., Alabama State
Planning & Industrial
Development Board



WENDELL JARRARD,
Chairman-Director,
Florida Development
Commission



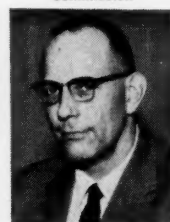
GEORGE MASON,
Director, Hawaii
Department of
Economic Development



T. W. SCHULENBERT,
Ex. Dir., Indiana Dept.
of Commerce & Public
Relations



HENRY J. DAVIS,
Acting Ex. Director,
Louisiana Dept. of
Commerce & Industry



LLOYD K. ALLEN,
Commissioner, Maine
Department of
Economic Development



FRED M. BUSH, JR.,
Executive Director,
Mississippi Agricultural
& Industrial Board



THOMAS J. COLLINS,
Director, Montana
State Planning
Board



DAVID OSTERHOUT,
Chief, Nebraska
Division of
Resources



MERLE H. TUCKER,
Director New Mexico
Department of
Development



RONALD B. PETERSON,
Deputy Commissioner,
New York State Dept.
of Commerce



W. R. HENDERSON,
Administrator, N. C.
Dept. of Conservation
& Development



MAX GENET, JR.,
Director, Oklahoma
Department of
Commerce and Industry



SAMUEL H. MALLICOAT,
Director, Oregon
Department of Planning
and Development



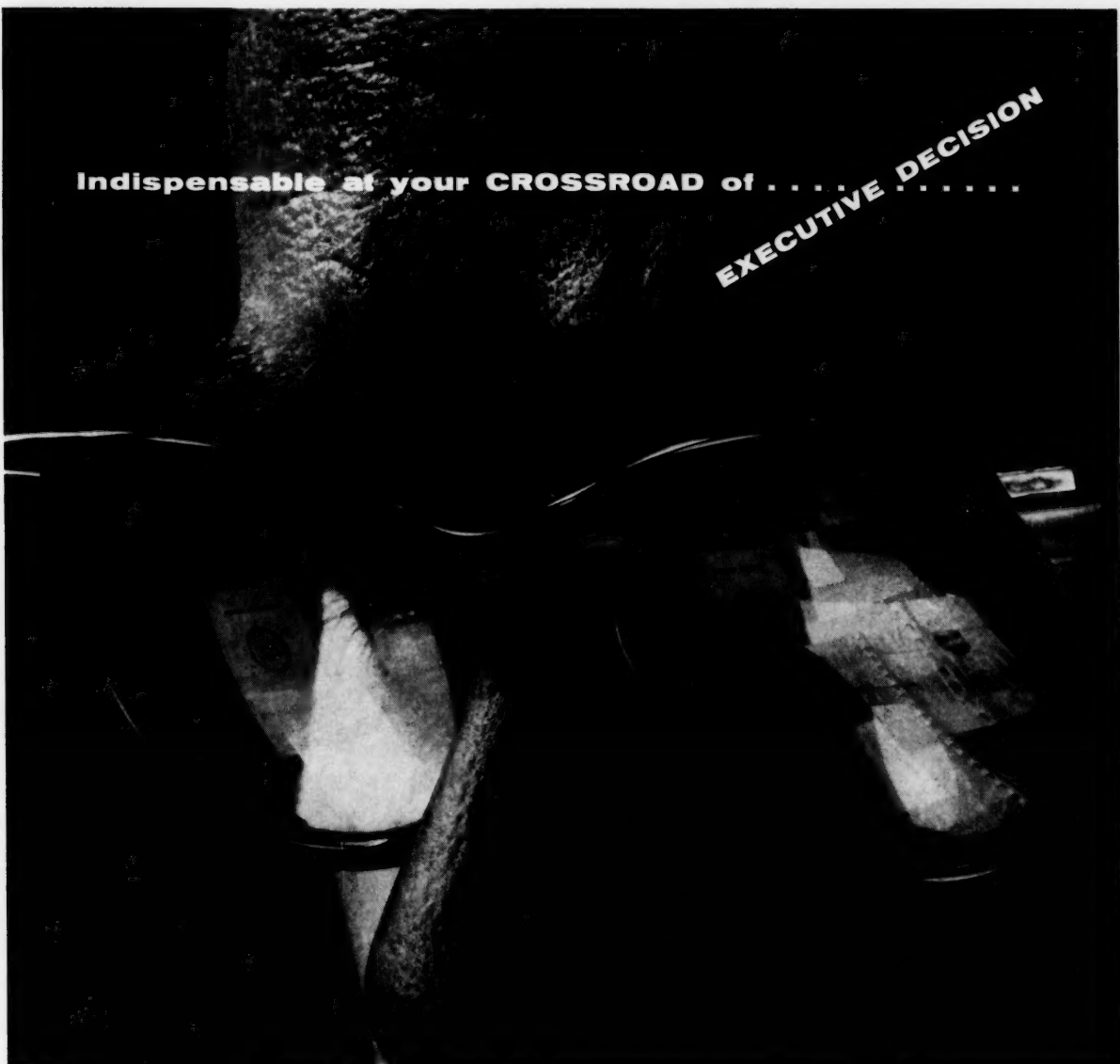
WILLIAM R. DAVLIN,
Secretary, Pennsylvania
Department of
Commerce



SAM BODDY,
Acting Dir., Washington
Dept. of Commerce &
Economic Development

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Industrial Development
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TAILOR-MADE REPORTS. The table of contents shown above is typical of the survey of selected plant locations that we will prepare for your organization. Simply send your specific requirements on your business letterhead to Commissioner Keith S. McHugh, New York State Department of Commerce, Room 4207, 112 State Street, Albany 7, N. Y.

Keith S. McHugh

Keith S. McHugh, Commissioner
New York State Department of Commerce

Explanation of Symbols under "Services"

The letter and number code used to show the information services provided and other development activities carried out by state development agencies is explained below. Note that the numbers 1 and 2 are used after many of the letters. Except for 01, 02, and 03, which are explained separately below, the symbol 1 after the letter shows that the agency assembles information on the subject indicated by the letter, while the symbol 2 shows that it prepares reports on the subject.

- | | |
|---|---|
| A Natural resources, including water | K Making or sponsoring reports on particular areas or communities |
| B Wholesale and retail trade and services | L Workshops and orientation sessions for community development groups |
| C Agricultural production | M Advice to community planning and zoning groups |
| D Publishes directory of manufacturers | N Advice to community industrial financing groups |
| E Transportation facilities | O Promotional activities |
| F Labor Supply | 1 Direct mail of state reports |
| G Educational and cultural facilities | 2 Advertising in national periodicals |
| H Recreational facilities | 3 Use of educational films |
| I Industrial sites | |
| J Tourist promotion | |

ALABAMA

Alabama State Planning and Industrial Development Board, 711 High Street, Montgomery, Alabama (4); Leland Jones, Director, and a fulltime staff of 14, including Ed Boman, Assistant Director, and A. C. Thorington, Manager of Research; 5 part-time assistants.

Services: A1-2, E1-2, G1-2, H1-2, I1-2, K, L, M, N, O1-3.

ALASKA

Alaska Department of Commerce, 301 Alaska Office Building, Juneau, Alaska; Morris Ford, Director, and a staff of 9.

ARIZONA

Arizona Development Board, 1521 West Jefferson Street, Phoenix, Arizona; Bernard M. Mergen, Director, and a full-time staff of two, including Edward P. Enders, Industrial Director; six part-time assistants.

Services: A1, E1, F1, G1, H1, I1, J1, K, L, M, N, O1, O2, O3.

ARKANSAS

Arkansas Industrial Development Commission, State Capitol, Little Rock, Arkansas; Winthrop Rockefeller, Chairman of the Commission, and a full-time staff of 25, including William P. Rock, Executive Director and William R. Legg, Senior Administrator; 4 part-time assistants.

Services: A1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, K, L, M, N, O2.

CALIFORNIA

California Economic Development Agency, 5128 State Capitol, Sacramento 14, California; Carl Zachrisson, Commissioner, and a full-time staff of 3; 1 parttime assistant.

Services: This Agency is responsible for gathering and editing information from State Agencies and divisions concerned with California Statistical Abstract, containing information on subjects listed.

COLORADO

Colorado Department of Employment, Resources and Community Development Division, 1210 Sherman Street, Denver 3, Colorado; Dwight E. Neill, Director (Res. & Comm. Dev. Div.), and a full-time staff of 4, including Ronald D. Lemon, Economic Analyst, Resources and Community Development Division; 4 part-time assistants.

Services: A1-2, B1, C1-2, E1-2, F1-2, G1-2, H1-2, I1-2, J1, K, L, M, N, O1, O2, O3.

Colorado Advertising and Publicity Department (operates under pseudonym of Colorado Department of Development),

State Capitol Building, Denver 2, Colorado; Lewis R. Cobb, Director of Advertising and Publicity Department, and a full-time staff of 4; 7-part-time assistants. Services: A1-2, B1, C1-2, E1-2, F1-2, G1-2, H1-2, I1-2, J1, K, L, M, N, O1, O2, O3.

CONNECTICUT

Connecticut Development Commission, State Office Building, Hartford 15, Connecticut; Leroy Jones, Assistant Managing Director, and a full-time staff of 9, including Don Parry, Chief, Promotion and Development Division and Paul Kane, Senior Industrial Agent; 10 part-time assistants.

Services: A1-2, B1-2, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

DELAWARE

Delaware State Development, 45 The Green, Dover, Delaware; Edwin Golin, Director, and staff of 5.

FLORIDA

Florida Development Commission, Carlton Building, East Wing, Tallahassee, Florida; Wendell Jarrard, Chairman-Director, and a full-time staff of 8 including Otho B. Bruce, Director, Industrial Division and Wallace Jones, Manager, Industrial Development Department; 3 part-time assistants.

Services: A1-2, B1, C1, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

GEORGIA

Georgia Department of Commerce, 100 State Capitol, Atlanta 3, Georgia; Jack Minter, Director; Hoyle Yandle, Manager, and a staff of 40 full-time and 4 part-time personnel, of which 6 are in the Industrial Division. Services: A1, B1, C1, D1-2, E1, F1, G1, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

HAWAII

State of Hawaii Department of Economic Development, 1124 Miller Street, Honolulu 13, Hawaii; Robert B. Robinson, Deputy Director, and a full-time staff of 4, including an Industrial Development Representative (not yet appointed) and a visitor facilities representative (not yet appointed); 1 part-time assistant.

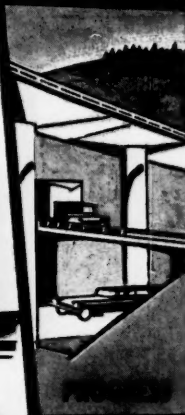
Services: A1, B1, C1, E2, F2, G2, H2, I2, J1, K, L, M, N, O1.

IDAHO

Idaho State Department of Commerce and Development, Room 108, State House, Boise, Idaho; Mrs. Louise Shaddock, Secretary, and a full-time staff of 2, including James W. Anderson, Research Director; no part-time assistants.

Services: A1-2, B1-2, C1-2, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

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North Dakota Economic
Dev. Comsn.
Bismarck, North Dakota

Phone: CA 3-8000

STATE AGENCIES

ILLINOIS

Illinois Board of Economic Development, State Capitol, Springfield, Illinois; Victor deGrazia, Executive Director, and a staff of 6 full-time and 5 part-time personnel. Services: A1, B1, C1, E1, F1, G1, H1, I1, J1, K, L, M, N, O1.

INDIANA

Indiana Department of Commerce and Industry, 336 State House, Indianapolis 4, Indiana; Theodore W. Schulenberg, Executive Director, and a full-time staff of 7; 3 part-time assistants plus numerous volunteers. Services: A1-2, C1, E1-2, F1, G1-2, H1-2, I1, J1-2, K, L, M, N, O2, O3.

IOWA

Iowa Development Commission, 200 Jewett Building, Des Moines 9, Iowa; E. B. Storey, Director, and a staff of 13.

KANSAS

Kansas Industrial Development Commission, State Office Building, Topeka, Kansas; John H. Sticher, Director, and a full time staff of 7, including Ernest L. Stanley, Economics Research Director and Donald P. Richards, Publicity and Publications Director; no part-time assistants. Services: A1, B1, C1, E1, F1, G1, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

KENTUCKY

Kentucky Department of Economic Development, Capitol Annex Office Building, Frankfort, Kentucky; E. B. Kennedy, Commissioner, and a full-time staff of 19, including Leonard T. Kernen, Director, Industrial Development; no part-time assistants, department will have 88 employees as of July 1, 1961. Services: A1-2, C1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, K, L, M, N, O1, O2, O3.

LOUISIANA

Louisiana Department of Commerce and Industry, Box 4185, Capitol Station, Baton Rouge 4, Louisiana; Patrick M. Killeen, Industrial Development Director, and a full-time staff of 7; 3 part-time assistants. Services: A1, B1, C1, D, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

MAINE

Maine Department of Economic Development, 211 State Office Building, Augusta, Maine; Lloyd K. Allen, Commissioner; James R. Pelletier, Director, Industrial Development Division; staff of 12. Services: A1-2, B1-2, C1-2, D1-2, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

MARYLAND

Maryland Department of Economic Development, State Office Building, Annapolis, Maryland; George W. Hubley, Jr., Director, and a full-time staff of 33, including William A. Pate, Deputy Director; Robert M. Sparks, Chief of Industrial Development Division; Robert C. Snyder, Chief of Research Division; Thomas H. Bridell, Acting Chief of Tourist Development and Publicity Division; no part-time assistants.

Services: A1-2, B2, C2, D, E2, F2, G2, H1-2, I1-2, J1-2, K, L, N, O1, O2, O3.

MASSACHUSETTS

Massachusetts Department of Commerce, 150 Causeway Street, Boston 14, Mass.; William J. Sugrue, Director of Development, and a full-time staff of 11, including William Tsaffaris, Director of Research; no part-time assistants. Services: A1, B1, D, E1, F1, H1, I1, J1, K, L, M, N, O2, O3.



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IOWA DEVELOPMENT COMMISSION
402 Jewett Building, Des Moines, Iowa



STATE AGENCIES

MICHIGAN

Michigan Department of Economic Development, 110 Stevens T. Mason Building, Lansing 26, Michigan; Don C. Weeks, Director, and Robert J. Byers, Chief Industrial Division.

Services: A1-2, B1-2, C1-2, E1-2, F1-2, G1-2, I1-2, K, L, M, N, O1, O2, O3.

MINNESOTA

Minnesota Department of Business Development, 129 State Office Building, St. Paul 1, Minnesota; William B. Farrell, Director of Business and Industrial Services, and a full-time staff of 2; no part-time assistants.

Services: A1, B1, C1, D, E1, F1, G1, H1, I1, J1, K, L, M, N, O2.

MISSISSIPPI

Mississippi Agricultural and Industrial Board, 1504 State Office Building, Jackson, Mississippi; Joe R. Bullock, Executive Director of Board, and a full-time staff of 24, including W. T. Hackett, Jr., Manager of External Industrial Development Department; no part-time assistants.

Services: A2, B2, C2, E2, F2, G2, H2, I2, J2, K, L, M, N, O1, O2, O3.

MISSOURI

Missouri Resources and Development Commission, Jefferson Building, 8th Floor, Jefferson City, Missouri; James D. Idol, Director, and a full-time staff of 13; no part-time assistants.

Services: A1, B1, C1, D, E2, F2, G1, H2, I2, J2, K, L, M, N, O1, O2.

MONTANA

Montana State Planning Board, Sam W. Mitchell Building, Helena, Montana; Thomas J. Collins, Director, and a full-time staff of 5; no part-time assistants.

Services: A1, B1, C1, D, E1, F1, G1, H1, I1, J1, K, L, M, N, O1, O2, O3.

NEBRASKA

Division of Nebraska Resources, Room 1305, State Capitol Building, Lincoln 9, Nebraska; David Osterhout, Chief, and a full-time staff of 8 including Lee G. Rising, Assistant Chief; 1 part-time assistant.

Services: A1-2, C1, D, E1-2, F1-2, G1-2, I1-2, K, L, M, N, O1, O2, O3.

NEVADA

Nevada Department of Economic Development, Carson City, Nevada; Jack Lehman, Director and a staff of 4. Services: M, N, O2; the Department handles some spot requests for information and transmits other inquiries to agencies most likely to be informed.

NEW HAMPSHIRE

New Hampshire State Planning and Development Commission, 201 State House Annex, Concord, New Hampshire; Richard Preston, Executive Director; Winfred L. Foss, Industrial Director; staff of 7.

NEW MEXICO

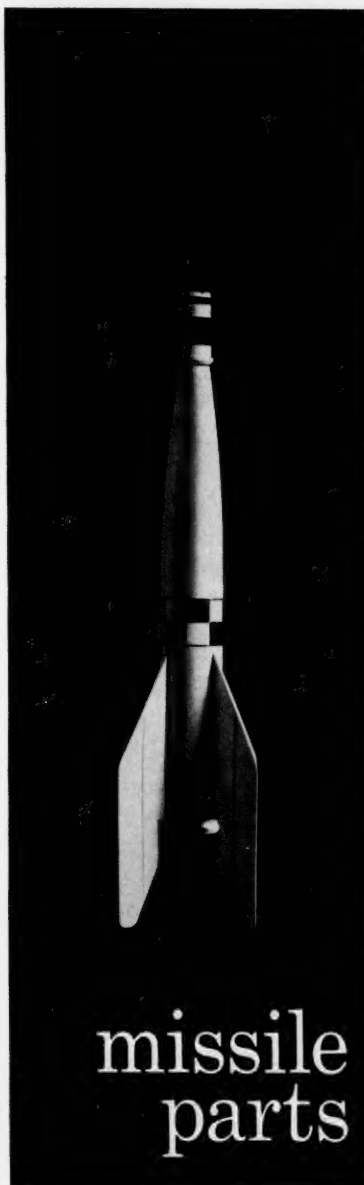
New Mexico Department of Development, State Capitol Building, Santa Fe, New Mexico; Merle Tucker, Director, Department of Development, and a full-time staff of 5, including Jack Lacy, Chief, Industrial Division and Deputy Director of Department; 1 part-time assistant.

Services: A1-2, B2, C2, D, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

NEW JERSEY

Bureau of Commerce, New Jersey Department of Conservation and Economic Development, 520 East State Street, Trenton 25, New Jersey; Albert R. Post, Chief, State Bureau of Commerce, and a full-time staff of 7, including Kenneth H. Creveling, Director, Division of Resources Development.

Services: A1, B1, C1, E1, F1, G1, H1, I1, J1, K, L, M, N, O1, O2, O3.



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SOUTH CAROLINA



I. D. BRIEFS

MILWAUKEE. Another "complete package" leased plant industrial park, Four Seasons Industrial Estates, is now being developed on Milwaukee's north side. According to Malcolm A. Markoe, sales director of Dro Mar Builders, 1840 N. Farwell Ave., the firm developing the park, the 23-acre site will offer plant, machinery, office equipment, etc., on a packaged leasing plan. Thus, firms can have the most modern manufacturing facilities without tying up capital. The site adjoins rail trackage, and will provide landscaping and "adequate parking for employees", said Markoe.

RENO, NEVADA. The organizational meeting of the **Western States Council for Economic Development** was held here recently. Among objectives adopted by the group were the advancement and promotion of the economic resources of the 13 western states; and the furtherance of any inter-state compacts relating to development of human and natural resources of its member states. Charter officers of the group are president, Sam Boddy, Jr., Director of the Washington State Dept. of Commerce; vice-president, Jack Lehman, Director of the Nevada Dept. of Economic Development; and secretary, W. C. Palfreyman, Director of the Utah Commission on Industrial and Employment Planning. Immediately following this meeting, the officers met with the Western States Governors Conference in Salt Lake City, where the new Council was appointed official economic advisor to the Governors Conference.

CLEMSON, SOUTH CAROLINA. Additional professional training in fields relating to industrial development has been announced by Dr. Wallace D. Trevillian, head of Clemson College's department of industrial management. Realizing the growing need for professionally trained graduates, Dr. Trevillian said that one of the purposes of the new courses was to help students learn the "why" of economic ac-

tivity in the fields of industrial location and transportation. In one typical recent project a team of students presented arguments for their hypothetical choice of a South Carolina city for a proposed aluminum reduction plant. Study will consist of eight hours in two new courses: the theory of industrial location, and the economics of transportation. Students will also complete a thesis-type problem in some phase of regional analysis. Clemson thus joins those forward-thinking institutions which are beginning to train tomorrow's industrial development leaders.



ID's program for saluting top government officials for their interest and participation in development activities featured Maine's Governor John H. Reed in ceremonies held at Waterville, Maine. Richard E. Krafve, president of Raytheon Company, made the presentation of the citation on behalf of **INDUSTRIAL DEVELOPMENT**. Mr. Krafve (left) is shown presenting the award to Governor Reed as Lloyd K. Allen, commissioner of the Maine Department of Economic Development, looks on.

ABINGDON, VIRGINIA. A bold approach has been taken by the Appalachian Power Company toward many requests received from those interested in available buildings. In a decision to help Virginia and southern West Virginia communities with leadership in the direction of self-improvement, Appalachian Power undertook a survey of 35 communities to determine where it

(Continued on Page 70)

STATE AGENCIES

NEW YORK

New York State Department of Commerce, 112 State Street, Albany 7, New York; Keith S. McHugh, Commissioner; Ronald B. Peterson, Deputy Commissioner, Division of Economic Development; Henry Gallien, Jr., Director, Bureau of Industrial Development, and a staff of 22 full-time and 28 part-time personnel. Services: A1-2, B1-2, C1-2, D1-2, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

NORTH CAROLINA

Division of Commerce and Industry, North Carolina Department of Conservation and Development, Education Building, Raleigh, North Carolina; W. R. Henderson, Administrator, Commerce and Industry Division, and a full-time staff of 9; 7 part-time assistants. Services: A1-2, B1-2, C1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, K, L, M, N, O1, O2.

NORTH DAKOTA

North Dakota Economic Development Commission, State Capitol, Bismarck, North Dakota; Lawrence A. Schneider, Director, and a staff of 4 full-time and 4 part-time personnel. Services: A1-2, B1-2, C1-2, D1-2, E1-2, F1-2, I1-2, J1-2, K, L, M, O1, O2.

OHIO

State of Ohio, Department of Industrial and Economic Development, 700 Bryden Road, Columbus 15, Ohio; Koder M. Colison, Director, Department of Industry and Economic Development, and a full-time staff of 15; 9 part-time assistants. Services: A2, B1-2, C2, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

OKLAHOMA

Oklahoma Department of Commerce and Industry, Box 3327, Capitol Station, Oklahoma City, Oklahoma; Max Genet, Jr., Director, Department of Commerce and Industry, and a full-time staff of 5; 4 part-time assistants. Services: A1-2, B1, C1, D, E1-2, F1-2, G1-2, H1-2, I1-2, K, L, M, N, O1, O2, O3.

OREGON

Oregon Department of Planning and Development, 720 State Office Building, Portland 1, Oregon; S. H. Mallicoat, Director, and a full-time staff of four; three part-time assistants. Services: A1-2, C1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, K, L, M, N, O1, O3.

PENNSYLVANIA

Pennsylvania Department of Commerce, 416 South Office Building, Harrisburg, Pennsylvania; William R. Davlin, Secretary of Commerce; Chairman Pennsylvania Industrial Development Authority, and a full-time staff of 16, including Newton Griffiths, Director, Bureau of Industrial Development; three part-time assistants. Services: A1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

RHODE ISLAND

Rhode Island Development Council, Room 103 Roger Williams Building, Hayes Street, Providence 8, Rhode Island; Adolph T. Schmidt, Director, and a full-time staff of five. Services: A1-2, B1, C1, D, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

SOUTH CAROLINA

South Carolina State Development Board, Post Office Box 927, Columbia, South Carolina; Walter W. Harper, Director, and a full-time staff of 14, including S. W. Gable, Assistant Director, Industrial Development. Services: A1-2, C1, D, E1, F1, G1, H1, I1-2, J1, K, L, N, O1, O2.

STATE AGENCIES

SOUTH DAKOTA

South Dakota Industrial Development Expansion Agency, State Office Building, Pierre, South Dakota; Eugene H. Stearns, Director, and a full-time staff of 6, including Robert Miller, Research Director. Services: A1-2, B1-2, C1, D, E1, F1, H1, I1-2, J1, K, L, M, N, O1, O2.

TENNESSEE

Tennessee Department of Conservation and Commerce, 236 Cordell Hull Building, Nashville, Tennessee; George L. Benedict, Jr., Assistant Commissioner, Commerce, and a full-time staff of 32; one part-time assistant. Services: A1, C1, D, E1, F1, G1, H1, I1-2, J1, K, L, M, N, O1, O2, O3.

TEXAS

Texas Industrial Commission, 1015 State Office Building, Austin, Texas; Walter E. Dickerson, Executive Director, and a full-time staff of two. Services: A1, C1, E1, F1, G1, H1, I1, K, L, N, O2.

UTAH

Utah Committee on Industrial and Employment Planning, 174 Social Hall Avenue, Salt Lake City, Utah; W. C. Palfreyman, Director, and a full-time staff of five, including Ray L. Sargent, Research Director. Services: A1-2, D, E1-2, F1-2, G1-2, H2, I1-2, K, L, N, O1.

VERMONT

Vermont Development Department, State Office Building, Montpelier, Vermont; Roland R. Vautour, Director of Industrial Development, and a full-time staff of four; three part-time assistants. Services: A2, B2, C2, D, E, F2, G2, H2, I2, J2, K, L, M, N, O1, O2, O3.

VIRGINIA

Virginia Division of Industrial Development and Planning, 803 State Office Building, Richmond 19, Virginia; C. M. Nicholson, Jr., Commissioner, and a full-time staff of six, including Marvin M. Sutherland, Director, Department of Conservation and Economic Development; five part-time assistants. Services: A1-2, E1, F1, H1, I1-2, J1-2, K, L, M, N, O1, O2, O3.

WASHINGTON

Washington State Department of Commerce and Economic Development, General Administration Building, Olympia, Washington; Sam Boddy, Jr., and a full-time staff of 14, including Richard Beebe, Chief, Industrial Development Section; approximately 25 part-time assistants. Services: A1-2, B1-2, C1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, K, L, M, N, O1, O2, O3.

WEST VIRGINIA

West Virginia Department of Commerce, State Office Building, Charleston, West Virginia; Hulett C. Smith, Director; L. E. Ward, Director of Industrial Development Division. This agency, newly set up to replace the former Industrial and Publicity Commission and the Economic Development Agency, has separate divisions for research, industrial development and tourism.

WISCONSIN

Wisconsin Department of Resource Development, State Capitol, Madison 2, Wisconsin; David Carley, Director, and a staff of 31.

WYOMING

Wyoming Natural Resource Board, 215 Supreme Court Building, Cheyenne, Wyoming; J. A. Buchanan, Executive Director, and a full-time staff of three. Services: A1-2, B1-2, C1-2, D, E1-2, F1-2, G1-2, H1-2, I1-2, J1-2, M, N, O1.



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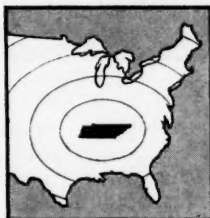
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METROPOLITAN ATLANTA — Nine Industrial Districts offering planned sites of varying location, size, price. Services available: (a) optional, (c) (e) (g) (f) optional, (p) (r) (s) (t) (w). For data on these and other sites at Atlanta contact F. Wm. Broome (member, AIDC) Manager, Committee of 100 DeKalb County, P. O. Drawer 759, Atlanta 22, Ga. Telephone 378-3691.

Florida

Perini Industrial Park, location at West Palm Beach on the main line of Seaboard Railroad. Available services (a), (c), (e), (g), (f), (p), (r), (s), (t), (w) — Write — Paul F. Hrabko, P. O. Box 1071, W.P.B. Phone TE 3-4533.

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ILLINOIS INDUSTRIAL VALLEY: Cities of La Salle, Peru, Oglesby, Spring Valley, Ladd, DePue offer planned industrial sites. Excellent transportation via the Illinois River, 7 major railroads, numerous carriers. 2 U.S. Highways. Skilled workers. Power in abundance. Active ID organization to serve you. Robert Blomgren, Director, Box 446, La Salle, Illinois. Phone: CA. 3-0227. Services: (a) optional, (c), (e), (f) optional, (g), (p), (r), (s), (t), (w).

Iowa

IOWA "MANUFACTURING MEADOWS" — Clinton, Iowa (population 35,000). 138 miles west of Chicago on Mississippi River and Lincoln Highway (U. S. 30). 190 acres within city. Master plan by Skidmore, Owings & Merrill. Served by Chicago and North Western Railroad. Developed by Clinton Development Company, a civic-non-profit corporation. CHapel 2-4536. R. J. Stapleton, Managing Director. Services available: (a) optional, (c), (e), (g), (f) optional, (p), (r), (t), (w), restrictions.

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BIDDEFORD — SACO AREA: Southern Maine, 2 industrial parks, airport, 500,000 square feet, prime manufacturing space. On U. S. Route 1 on main line of Boston & Maine R.R., and truck routes. Ample power and water. Financing. 90 Minutes to Boston, 15 minutes to Portland, Maine. Capable, experienced labor. Pleasant living year 'round, good educational facilities. Full details in confidence — Write Hugh Marshall, Ind. Agent (Member AIDC), Journal Bldg., Biddeford, Maine. Phone AT 4-5366.

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Longview, Texas — Population 40,050. Two industrial districts, comprising 368 acres. Choice sites of varying location and size. Reasonably priced. Services available: (c) (e) (g) (f) (p) (r) (s) (t) (w). Contact Walter Koch, Manager, Longview Industrial Districts, Inc., P.O. Box 472. Telephone PLaza 3-3391.

CALGARY, CANADA — Highfield Industrial Park in Canada's oil, gas centre. Industrial sites in city-developed district. Package price \$6,750 acre. Services: (e), (g), (r), (s), (t), (w). Apply K. S. Ford, Industrial Co-ordinator, City Hall, Calgary, Alberta, Canada.

NEWMARKET, ONTARIO, Industrial Park — Ind. Comm. Wm. Anderson, Box 204. Phone TW 5-2792. Est. 1961—125 acres services A, C, E, F, G, N, Pa, R, S, T, W, P.

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BRIEFS

(Continued from Page 68)

should construct a \$200,000 shell building. By a secret year-long process of elimination involving more than 8500 computations and scorings, and after a visit by a board of outside judges, Abingdon was selected. That this "Project Decision" is not a handout is emphasized by the fact that the community has to accept full financial responsibility when a tenant is found. The overall effect of this program has been to make disinterested communities more energetic in their approach to industrialization, and to help all eliminate their weak spots. "This will be a continuing program", said Dorman M. Miller, Appalachian's area development chief, "and participating towns will be re-examined periodically to reflect improvements that could enhance their desirability as industrial plant locations".

* * *



MILWAUKEE. What's a good way to show prospects a new plant site? The First Wisconsin National Bank has decided that a helicopter provides many of the answers! Here you see Ray A. Niemitz, left, First Wisconsin's Director of Industrial

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BRIEFS

Development, discussing a plant site with Harvey B. Buchholz, I. D. Manager, Chicago and North Western Railroad, and Robert A. Roth, right, First Wisconsin's pilot. Reportedly the first bank in the country to buy a helicopter, the First Wisconsin has found the copter a good platform from which to show the area's sites to interested prospects.

DEVELOPMENT-MINDED INDUSTRIALISTS IN THE NEWS:

Hydrocarbon Chemicals' new Hydrocarbon Realty Development Company will be headed by **Anthony DePetro** . . . Henry J. Kaiser Co. (Canada) Ltd. has announced the elevation of **T. A. Bedford** from vice-president—engineering to president and a director . . . **Karl R. Van Tassell** has been elected president of the A. B. Dick Co. He had been executive vice-president since 1956 . . . **Dr. Hugo Hoffmann** has been elected board chairman and **Irwin S. Meltzer** president respectively of Beaunit Mills, Inc. . . . Sunbeam Corp. has announced the appointment of **Sylvester D. Moorman** as vice-president. He will handle special assignments for Sunbeam prexy **Robert P. Gwinn** . . . **Robert F. Halligan**, 36, was elected president of Hallicrafters Co. West Point graduate Halligan joined Hallicrafters in 1950 after serving as an air force pilot and electronics officer. **Stanley E. Rendell** will be Hallicrafters' new executive vice-president . . . **Howard L. Richardson** has been chosen president of the Stanley Works, Connecticut hardware and hand-tools manufacturer . . . Cenco Instrument Corporation's **Ralph C. Read** has been upped to president and director . . . General Telephone & Electronics has moved **Don G. Mitchell** to vice-chairman of the board and elected **Leslie H. Warner** president . . . **Richard D. Tyler** has been named president of Union Tank Car's Lindsay Co. division . . . Interlake Iron has announced the election of **Ronald W. Thompson** as chairman and **T. F. Bell** as president. Mr. Thompson, who had been president since 1951, joined the company as a coke plant handler in 1920. He stated that he believed there would be "a definite improvement in the demand for our merchant pig iron by the end of the



RECENT RELEASES

By Suzanne Johnson

GENERAL REPORTS

Theories of Economic Growth by Bert F. Hoselitz, Joseph J. Spengler, J. M. Letiche, Erskine McKinley, John Buttrick and Henry J. Bruton. With economic growth an urgent necessity in the underdeveloped areas of the world and with conflicting programs competing for acceptance, the present volume fills a long felt need among economic theorists and men of action everywhere.

An outstanding group of contemporary authorities review the theories which have interpreted and helped to form the economic growth of Europe from the close of the Middle Ages to the present time. The Free Press, 119 W. Lake Street, Chicago, Illinois. 1960, 344 pages, \$7.50.

Proceedings of the 36th Annual Conference of the American Industrial Development Council. J. Huber Denn, Secretary, American Industrial Development Council, 252 Red Mill Road, Newark, Delaware. 1961, 283 pages, \$5.00.

The University and World Affairs. The Ford Foundation, 477 Madison Avenue, New York 22, N. Y. 1961, 84 pages.

United States Treasury Survey on Depreciation Policy. The American Economic Foundation, 51 East 42nd Street, New York 17, New York. 1961, 12 pages.

Accounting for Corporate Income Taxes by Thomas F. Keller. Bureau of Business Research, University of Michigan, Ann Arbor, Michigan. 1961, 155 pages \$5.

The Triumph of Gold by Charles Rist. Philosophical Library, Inc., 15 East 40th Street, New York, New York. 1961, 256 pages, \$4.

AREA REPORTS

Britain, An Official Handbook, 1961 Edition. The handbook, which covers events up to September 1960, gives a factual account of the administration and the national economy of the United Kingdom. It describes the activities of many of the national institutions, both official and unofficial, and shows the part played by the Government in the life of the community. H. M. Stationery Office, P. O. Box 569, London, S. E. 1, England. 1961, 579 pages, \$2.55.

Industrial Site Locations in Idaho. State Department of Commerce and Development, State House, Boise, Idaho. 1961, 61 pages.

This is Casper, Wyoming. Casper Chamber of Commerce, P. O. Box 862, Casper, Wyoming. 1961, 40 pages.

Texas Retail Lumber Dealers Survey of Cost of Doing Business 1960 by Florence Escott. Bureau of Business Research, University of Texas, Austin, Texas. 1961, 38 pages \$1.

The United States and Latin America. The American Assembly, Columbia University, New York, N. Y. 1959, 221 pages.

The Case Study of IBM in France by Boyd France. National Planning Association, 1606 New Hampshire Avenue, N. W., Washington, D. C., 1961, 108 pages, \$1.

The Growth State — Ohio. Department of Industrial and Economic Development, 700 Bryden Road, Columbus, Ohio. 1961, 50 pages.

Longview, Industrial Capital of East Texas. Greater Longview Chamber of Commerce, P. O. Box 472, Longview, Texas. 1961, 13 pages.



EXPANSION PLANNING INDEX

Arkansas Industrial Development Commission, Mr. William P. Rock, Executive Director, State Capitol, Little Rock, Arkansas. (Ad page 4th cover)

Baltimore County Industrial Development Commission, Mr. H. B. Staab, Director, County Office Building, Towson, Maryland. (Ad page 51)

Braintree Industrial Development Commission, Mr. Wm. G. Brooks, Chairman, 250 West Street, Braintree 84, Massachusetts. (Ad page 42)

British Columbia Government, Department of Industrial Development Trade & Commerce, Mr. T. L. Sturgess, Deputy Minister, Victoria, British Columbia, Canada. (Ad page 35)

Greater Burlington Industrial Development Corporation, Mr. Charles D. Townsend, Executive Director, 191 College Street, Burlington, Vermont. (Ad page 3)

City of Calgary, Mr. K. S. Ford, Industrial Coordinator, City Hall, Calgary, Alberta, Canada. (Ad page 34)

Calgary Power Company, Ltd., Mr. E. H. Parsons, Director, Industrial Development, P. O. Box 190, Calgary, Alberta, Canada. (Ad page 22)

The Canadian Imperial Bank of Commerce, Mr. F. F. Taylor, Director of Advertising, Toronto, Ontario, Canada. (Ad page 18)

Canadian National Railways, Mr. D. F. Purves, Chief of Development, Research and Development Department, Room 709, 407 McGill Street, Montreal, Quebec, Canada. (Ad page 26)

St. Catharines Industrial Commission, Mr. R. W. Nablo, Industrial Commissioner, City Hall, St. Catharines, Ontario, Canada. (Ad page 33)

Certified Industrial Properties, Mr. Cameron Dorsey, 1709 West Eighth Street, Los Angeles, California. (Ad page 4)

Township of Cooksville, Mr. William P. Courtney, J. P., City Clerks Office, City Offices, Cooksville, Ontario, Canada. (Ad page 34)

Delaware State Chamber of Commerce, 1112-14 King Street, Wilmington, Delaware. (Ad page 50)

State of Delaware Development Department, Mr. Edwin Golin, Director, 45 The Green, Dover, Delaware. (Ad page 59)

Delaware Memorial Bridge, Mr. Frank Harty, General Manager, New Castle, Delaware. (Ad page 56)

Delaware Power & Light Company, Manager of Industrial Development, 600 Market Street, Wilmington 99, Delaware. (Ad page 52)

Economic Development Committee of Talbot County, Mr. N. W. Harrington, Chairman, The Court House, Easton, Maryland. (Ad page 60)

City of Edmonton, Industrial Development Department, City Hall, Edmonton, Alberta, Canada. (Ad page 33)

Goodman-Segar-Hogan, Inc., Hunter A. Hogan, Jr., Vice President, 600 Kresge Building, Norfolk 10, Virginia. (Ad page 60)

Gulf States Utilities Company, Mr. Herschel R. Mathews, P. O. Box 2951, Beaumont, Texas. (Ad page 5)

Emmett S. Hickman Company, Mr. Robert E. Hickman, 203 West Ninth Street, Wilmington, Delaware. (Ad page 50)

Iowa Development Commission, Mr. Ed N. Storey, Director, Jewett Building, Room 200, Des Moines 9, Iowa. (Ad page 66)

Laurel Chamber of Commerce, Inc., Mr. John H. Dougherty, President, P. O. Box 135, Laurel, Maryland. (Ad page 57)

Province of Manitoba, Mr. I. H. Blicq, Administrative Officer, Department of Industry and Commerce, Office of the Deputy Minister, Winnipeg, Manitoba, Canada. (Ad page 24)

State of Maryland, Department of Economic Development, Mr. George W. Hubley, Jr., Director, New State Office Building, Annapolis, Maryland. (Ad page 55)

The Province of New Brunswick, Department of Industry and Development, Mr. John A. Paterson, Deputy Minister, P. O. Box 1150, Fredericton, New Brunswick. (Ad page 32)

Town of Newmarket, Mr. Wm. Anderson, Industrial Commissioner, P. O. Box 204, Newmarket, Ontario, Canada. (Ad page 36)

New York State Department of Commerce, Mr. Ronald D. Peterson, Director, 112 State Street, Albany, New York. (Ad page 64)

North Dakota Economic Development Commission, Mr. Lawrence A. Schneider, Director, State Capitol, Bismarck, North Dakota. (Ad page 66)

Northwestern Ontario Development Association, Mr. Alexander Phillips, Manager, 203 New Chronicle Building, Port Arthur, Ontario, Canada. (Ad page 36)

The Bank of Nova Scotia, Mr. Robert E. Olver, Business Development Department, 44 King Street, West, Toronto, Ontario, Canada. (Ad page 27)

Nova Scotia Department of Trade & Industry, Mr. Michael Knight, Deputy Minister, Provincial Building, Halifax, Nova Scotia, Canada. (Ad page 31)

Odessa Chamber of Commerce, Mr. Ray W. Hedges, Executive Vice President, 211 West Third Street, Odessa, Texas. (Ad page 3)

State of Ohio, Department of Industrial and Economic Development, Mr. Koder Collision, Director, State Office Building, Columbus, Ohio. (Ad page 63)

Ontario Department of Planning and Development, Trade and Industry Branch, Mr. Don E. Holland, Assistant Director, 454 University Avenue, Toronto, Ontario, Canada. (Ad page 23)

Peninsula Industrial Committee, Mr. King Meehan, Deputy Director, P. O. Box 92, Newport News, Virginia. (Ad page 53)

Puget Sound Power & Light Company, Mr. Steward G. Neel, Manager, Area Development, 1400 Washington Building, Seattle 1, Washington. (Ad page 70)

Province of Quebec, Department of Industry & Commerce, Mr. Patrick Hyndman, Minister, Parliament Buildings, Quebec City, Province of Quebec, Canada. (Ad page 19)

City of Regina, Industrial Development Office, Mr. R. H. Dorrett, Director, Room 10, City Hall, Regina, Saskatchewan, Canada. (Ad page 28)

Royal Bank of Canada, Mr. C. Ayeart, Manager, Business Development Department, 360 St. James, West, Montreal, Quebec, Canada. (Ad page 25)

City of Saskatoon, Mr. S. G. Fawcett, Industrial Development Officer, City Hall, Saskatoon, Saskatchewan, Canada. (Ad page 35)

Shawinigan Water & Power Company, Mr. W. J. Lavigne, Manager, 600 Dorchester Street, West, Montreal, Quebec, Canada. (Ad page 29)

Town of Smithtown, Mr. Richard D. De Turk, Director of Planning, Smithtown, Long Island, New York. (Ad page 39)

South Carolina State Development Board, Mr. Walter Harper, Director, P. O. Box 927, Columbia, South Carolina. (Ad page 67)

State of South Dakota, Department of Highways—IDEA, Mr. Gene Stearns, Director, State Office Building, Pierre, South Dakota. (Ad page 65)

Southern Canada Power Company, Ltd., Mr. L. G. Groom, Industrial Manager, 1450 City Councillors Street, Montreal 2, Quebec, Canada. (Ad page 30)

Sunnyvale Economic Development Committee, Mr. Marion Sellers, Chairman, c/o Lockheed Aircraft Corporation, 962 West El Camino Real, Sunnyvale, California. (Ad page 4)

State of Tennessee, Industrial Development Division, Mr. George L. Benedict, Jr., Assistant Commissioner, Cordell Hull Building, Nashville, Tennessee. (Ad page 69)

Texas Power & Light Company, Mr. J. D. Eppright, Director, Industrial Development, P. O. Box 6331, Dallas 22, Texas. (Ad page 2)

Tidewater Construction Corporation, Mr. James W. Rushing, Assistant to the President, Military Highway and Indian River Road, Norfolk, Virginia. (Ad page 54)

Union Electric Company, Mr. G. J. Haven, Manager, Industrial Development, 315 N. Twelfth Boulevard, St. Louis, Missouri. (Ad page 2nd cover)

Union Pacific Railroad, Mr. A. C. Rigger, General Manager of Properties, 1416 Dodge Street, Omaha 2, Nebraska. (Ad page 3rd cover)

Virginia State Ports Authority, Mr. P. V. Pitchett, Jr., Director, Bureau of Administration, Maritime Tower, Norfolk 10, Virginia. (Ad page 58)

OTHER:
American Creosote Works, Inc., Mr. S. B. Braselman, Jr., Vice President, for Waguespack Pratt, Inc., 1305 Dublin Street, New Orleans, Louisiana. (Ad page 41)

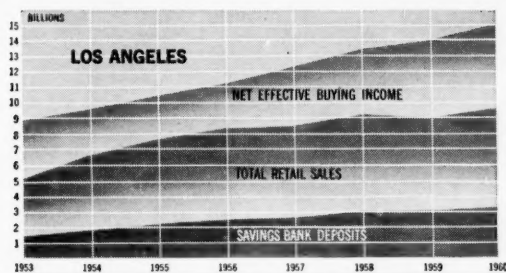
BRIEFS

year" . . . General American Transportation has promoted **Spencer D. Moseley**, 41, to president succeeding **T. M. (Tim) Thompson** who was elected chairman of the board . . . **Carl J. Knorr** has been chosen president and general manager of Remington Rand (Canada) Ltd . . . going up at Otis Elevator is **Percy L. Douglas**, president, who succeeded **LeRoy A. Peterson**, now chairman of the board . . . **George H. Lesch** is Colgate-Palmolive's new board chairman . . . Container Corporation of America has upped **Leo H. Schoenhofen** to president . . . **Kenneth H. Klipstein** has been named president of American Cyanamid replacing **Wilbur G. Malcolm**, now board chairman . . . **Frank R. Milliken**, who joined Kennecott Copper in 1952, has recently been named president . . . Alco Products' new vice-president in charge of international operations is **Donald N. Chamberlain** . . . Vulcan Materials has named **Wesley H. Sowers** executive vice-president . . . **George A. Stinson**, former assistant attorney general with the Justice Department, has been elected vice-president and secretary of National Steel . . . **Herbert C. Craig** will be Faradyne Electronics' new V-P and director of marketing . . . **Gene K. Beare** is the new president of Sylvania Electric Products division of General Telephone . . . **Thomas A. Morgan** will chair the board recently selected by Atty. Gen. Kennedy for General Aniline and Film . . . Corning Glass Works' new president is **Amory Houghton, Jr.** . . . **Francis C. Rooney, Jr.**, will be president of Thom McAn Shoe Co., division of Melville Shoe Corp., and will continue as vice-president of the parent company . . . **R. W. Simon** has been moved up at U. S. Steel to V-P, Metallurgy succeeding retiring **L. J. Rohl** . . . Fafnir Bearing has elected **Keith T. Middleton** president . . . Ford Motor Company filled Robert McNamara's vacant presidency slot with **John Dykstra**, formerly V-P, Manufacturing . . . Haloid Xerox has a new corporate name and a new board chairman: Xerox Corporation and **Sol M. Linowitz**, respectively.

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